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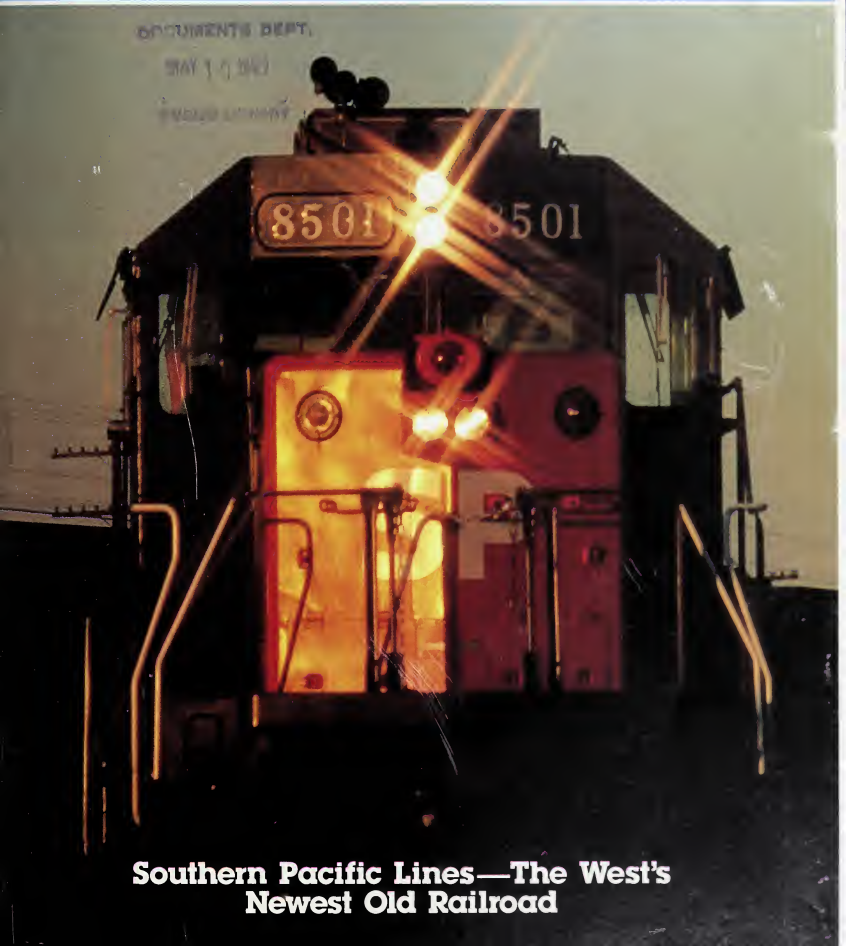

Southern Pacific Lines—The West's Newest Old Railroad

Southern Pacific Lines—The West's Newest Old Railroad

It didn't have quite the spectacle and drama as the joining of the first transcontinental railroad at Promontory Point in 1869. No bands played. No Army Infantry troops stood at attention. And there was no Golden Spike. But the joining of Southern Pacific and Denver & Rio Grande Western, which went into effect last October, held no less interest for today's railroad users. It was especially significant for those of us in the Bay Area who look to a single-line, competitive rail service over the Central Corridor as our life line.

Interstate Commerce Commission's decision to approve the purchase of Southern Pacific Transportation Co. by Rio Grande Industries ended nearly five years of uncertainty for SP. During that time the ICC considered, and finally denied, a proposal to merge the Santa Fe and SP rail systems, then ordered the combined Santa Fe Southern Pacific Corporation to divest one of its two railroads.

The first response to the ICC decision on the purchase came from Philip Anschutz, Chairman and President of Rio Grande Industries, parent company of D&RGW. He announced immediately that the newly combined railroads would operate under the SP banner and would be headquartered in San Francisco. Denver would be a major regional office. D&RGW would retain its identity under the overall Southern Pacific banner . . . in much the same way that the Cotton Belt has been operating under Southern Pacific.

Southern Pacific is a company built on purchase and consolidation. Its history dates back to 1851 when its oldest link, the Buffalo Bayou, Brazos & Colorado Railway, was started in Texas. Construction of the Sacramento Valley Railroad, the first steam railroad in the Far West, began in 1855. Ground was broken in 1863 for the Central Pacific which would be completed at Promontory Point six years later. These lines as well as other pioneer rail lines purchased or built by railroad's Big Four (Mark Hopkins, Leland Stanford, Collis Huntington and Charles Crocker) were eventually brought together under the SP banner.

The combined SP and D&RGW railroad is the fifth largest nationally in number of miles, and the sixth largest in numbers of employees and operating revenues.

But how would the new SP be operated? Management has made it clear from the outset that the new SP will be a railroad "dedicated to being a railroad." It will be market-driven, service-sensitive and customer oriented, Anschutz has said.

"Our new system now has single-line routes on both the Central and Southern Corridors. This will give us operating flexibility and new competitive clout to go head-to-head against the trucks, Santa Fe, and mega-merger rail lines like Union Pacific."

This is music to Bay Area ears.

Rio Grande Industries' Anschutz has said that the real estate assets acquired from SP in the purchase will be analyzed to

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SP-DRGW Combined Sytems

Major Routes

Route Miles

1. Union Pacific	24,074 miles
2. Burlington Northern	23,476 miles
3. CSX	21,494 miles
4. Norfolk Southern	17,254 miles
5. Southern Pacific/DRGW	15,046 miles
6. Conrail	13,341 miles
7. Santa Fe	11,709 miles

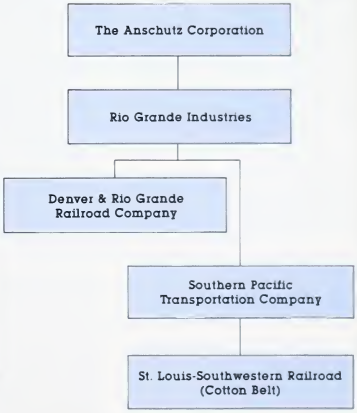
Employees

1. CSX	38,864
2. Union Pacific	32,326
3. Burlington Northern	31,859
4. Norfolk Southern	31,261
5. Conrail	29,964
6. Southern Pacific/DRGW	26,279
7. Santa Fe	21,219

Railroad Operating Revenues

1. CSX	4.6 billion
2. Union Pacific	4.1 billion
3. Burlington Northern	4.0 billion
4. Norfolk Southern	3.3 billion
5. Conrail	3.1 billion
6. Southern Pacific/DGRW	2.5 billion
7. Santa Fe	1.9 billion

All figures based on 1987 year-end reports to the Interstate Commerce Commission



Railway Line Clearance Measuring Vehicle collects data on height and configuration of one of San Francisco's tunnels using laser beams.

determine what the railroad needs for present and future growth. That which is determined to be surplus will be sold. "But we will *not* dispose of property which is needed to support the railroad now or in the future."

Over the months since the purchase went into effect, there has been a meshing of the companies and a restructuring of the organization for administration, operations and marketing. Basically, the privately held Anschutz Corporation owns Rio Grande Industries, the holding company for Denver and Rio Grande Western and, now, Southern Pacific.

The directors of the companies are intertwined, and many of the officers of the two railroads criss-cross. For example, long-time Southern Pacific President D.K. McNear is now a director of SP and vice chairman of Rio Grande Industries. D.M. Mohan, previously the executive vice president of Southern Pacific Transportation Company, is now president and chief operating officer of SP as well as president of DRGW.

A major change was announced in January to consolidate marketing. The company established a new distribution services center to market the combined interests of SP and D&RGW. Under the new system, commercial business groups will be created and headquartered in areas where there are concentrations of that industry and customers. Intermodal, automotive, food and agricultural marketing will be based in San Francisco; coal and minerals in Denver; chemicals and petroleum products in Houston; metals and manufactured products in Los Angeles, and forest products in Portland, Oregon. The overall operation will be directed from San Francisco under George Woodward, vice president - distribution services.

What SP calls "Day One" was in October when the new company announced its first set of improvements—the acquisition of additional locomotives and cars, facilities improvements, the reopening of the Modoc route, and an increased emphasis on the Central Corridor route with four new daily trains. Two of these are expedited intermodal and general freight trains operating between the San Francisco Bay Area and the Kansas City, St. Louis and Memphis gateways.

"Day Two" was in mid-January when SP introduced more trains, simplified connections and expedited schedules. Three routes were added to the Star Service network of fast, truck-competitive rail services; Kansas City run-through trains were initiated for cargo for markets beyond Kansas City and micro-blocking was introduced. Through this logistical system, cars are arranged in identifiable blocks that move quickly through switching and interchange points. Micro-blocked trains will save at least a day on traffic from the Bay Area to the Southeast.

One of the most significant benefits to the Port of San Francisco of the combined railroad is that the way is now open to begin the process for modifying two tunnels just south of the Port's Container Terminals and its Intermodal Container Transfer Facility. The rounded configuration and insufficient height of these tunnels have prevented the Port from operating double-stack rail service. Under a proposed tunnel modification program, the roadbed in the tunnels will be lowered to provide the space necessary to accommodate two "high cube" 9'6" containers.

In addition, Southern Pacific is launching its own tunnel modifying project to increase the height of 20 tunnels on the Central Corridor. While trains are currently operating through these tunnels carrying one 8'6" container and one 9'6" container double-stacked, the tunnels cannot accommodate a double-stack of two 9'6" containers. SP plans to have all tunnel work completed in 18 to 24 months, according to company spokesman Andy Anderson. Then, anything that crosses the country on rail can get there from San Francisco and through the Central Corridor route.

The West's oldest railroad is back . . . with a new driver . . . a new perspective . . . and a lot more competitive clout.

Michael P. Huerta
Executive Director, Port of San Francisco

"I have no preconceived notion as to what should happen here. I'm here as a manager to do 'the best thing' based on all the information I have," Michael Huerta told a reporter in one of his first interviews after arriving in San Francisco in January.

"My style is to hear all sides of an issue. So over the next months I'll be talking to people in this industry . . . in this agency . . . and in the City. I need to understand what everyone else's issues are. What are the needs of our shipping lines. What are the needs of our ship repair companies and the fisheries people. How do they view the Port. How responsive has the Port been in the past to what they need. What are the trends in their industry. Who do they compete against and what are those competitors doing. I need to hear and see firsthand the concerns and issues in all the industries that are part of this Port."

And that is exactly what Huerta has been doing since he was sworn in as Executive Director of the Port of San Francisco on January 13.

Huerta's appointment to the top spot at the Port of San Francisco followed a year-long search by the Port Commission. "Actually, it didn't take a year to find him, just a year to convince him to take the job," said Anne Halsted, president of the Commission.

For the last three years, Huerta has headed New York City's Department of Ports, International Trade and Commerce. He administered New York's 578 miles of waterfront, managing five marine terminals and commercial properties with more than 600 leases, including Kennedy and LaGuardia airports, the city's public markets and its heliports. His department was also responsible for developing rail and truck facilities to serve the port. Some of the accomplishments he's especially proud of include the conversion of an idle South Brooklyn yard into a cocoa bean warehouse facility, the formation of a promotional campaign to tell companies why New York is a good place to do business, the establishment of an export development program that provides start-up assistance to New York firms that wish to export their products, and spearheading a return of private ferries to New York harbor.

"New York and San Francisco have a great deal in common. Both are gateway cities and have long been well established trading centers. And they both represent important markets. But the similarities end there. While New York serves a major market, it is a mature market. For two centuries it has been our gateway to Europe when Europe was the centerpiece of all U.S. trade. But now we're just not seeing a lot of growth in trade between the United States and Europe. And the incursion into the all-water route from Asia by landbridge presents a very real threat to North Atlantic ports and very real opportunities for Pacific Coast ports.

"Asia is, of course, the big growth area in world trade these days, and will continue to be in the foreseeable future. The new industrializing countries are growing very rapidly and developing ever increasing trade relations with the United States. This represents a major growth opportunity for San Francisco and all Pacific Coast ports. The absolute amount of cargo that is going to be moving through Pacific Coast ports has nowhere to go but up. Unlike New York, it won't mean stealing somebody else's cargo. We're just going to make sure that we get our fair share of the growth that's going to be taking place."

Prior to joining the Port of New York, Huerta served as economic development advisor to the Government of St. Kitts, West Indies. The program, sponsored by the U.S. Agency for International Development, was designed to assist Caribbean countries in generating local employment opportunities through foreign investment and export expansion.

From 1980 to 1984 he was a consultant in International Trade Services for the accounting firm of Coopers & Lybrand in Washington, D.C.

A native of Riverside, California, Huerta received his B.A. in Political Science from the University of California, Riverside. He received an M.P.A. in International Relations and Policy Analysis from the Woodrow Wilson School of Public and International Affairs, Princeton University.

How do you envision the Port of San Francisco?

"I don't necessarily see us as becoming the biggest port in California — that's a little far-fetched. But I'd like us to be known as the best run port with good world-class facilities and good management. There are a lot of shipping lines that want to be at smaller ports. If we continue to develop good marine terminals and market them well, they will be used. Shipping lines are going to need to grow someplace."

There has been a continuing discussion in the press about how port land should be developed . . . maritime vs. commercial, or as it's often put, "cargo" vs. "quiche". What are your views?

"If you work on the assumption that the maritime industry is of value to the community, as I do, then it is obvious that maritime is going to have to come first. It must be our highest priority when allocating land resources along the waterfront.

Our mandate is to develop the 7½ miles of waterfront as a port for maritime and maritime related purposes in keeping with the trust which was given 20 years ago. So that is what we are going to try to do first and foremost. A lot of people would like to use waterfront land for other purposes, purposes that could just as well be situated somewhere else. Maritime activities, on the other hand, cannot exist anywhere else. If they are not on the waterfront, you don't have them at all.

The State Lands Commission was set up to perform an important function and takes a very active role in determining what's an acceptable use here in San Francisco. First and foremost you have industrial maritime activities which are obviously acceptable, commercial fishing activities which are

obviously acceptable as are water related recreational activities and ship repair. And there are other industrial waterfront uses, many of which are acceptable. When you start getting into restaurants and office buildings and everything like that — you're moving pretty far afield of what the original trust purpose is all about. However, we must also recognize that not all of our facilities are adaptable to modern maritime uses. These can be redeveloped to provide other benefits to the community which are consistent with our overall responsibility to maximize benefits to the community. Commercial property development and uses of the waterfront for public enjoyment and recreation do not spell the end of the maritime industries. Many ports have found that they can coexist quite well with more traditional users. They can also provide an important source of revenue.

"In New York we tried to look at every piece of waterfront land — what are the shipping needs first and foremost that we can use it for. And sometimes we'd come to the decision that there isn't one. That's the kind of analysis we have to do here."

The public has recently been made aware of problems in our ship repair industry. Is there anything the Port can do to help this industry?

"The Navy accounts for almost 90% of all ship repair work here, so having Navy ships available to bid on for maintenance contracts is very important. Two things are hurting the industry here. First and foremost is the departure of the two Alameda-based carriers, the *USS Enterprise* leaving in September/October and the *USS Carl Vinson* leaving in November/December. The *USS Abraham Lincoln* will take their place, but is not scheduled to arrive until January/February 1992. That leaves a gap of two plus years. Second is that the Navy's coastwide bidding process puts homeports like San Francisco Bay at a disadvantage.

"I have just returned from Washington where I met with Navy officials and our congressional representatives to see how we could help our Bay Area ship repair industry. There are several things we can do. We are trying to reduce the gap between the departure of the *Enterprise* and *Carl Vinson* and the arrival of the *Abraham Lincoln*. We are trying to get the Navy to factor in the cost of moving vessels from "home port" to "repair port" so that coastwide bidding is done on a level field.

"It is not a bright picture. The flat defense budget this year will result in a reduction in the amount of maintenance work available. Maintenance is usually the first to go."

What is your agenda?

"We are embarking upon a strategic planning process in which we will be coming to grips with some of the questions on development and land use we've been talking about. We see the plan as forming the basis for our activities in the future. It will be a tool for establishing policies and will provide a means for us to assess how well we are doing.

"The fact that we are doing a strategic plan should not be regarded as a change in our commitment to the traditional maritime sector. Rather, it will strengthen our commitment and provide a point of reference for all of our activities. The first phase, which will set the parameters as to the planning issues the port needs to confront, should be completed in six months. In any job it takes about six months to know what's going on and what you're doing. By this summer I'll have a pretty clear picture of what I want to accomplish here. You can think of the strategic plan as my agenda."

Is there "life" outside of the Port?

"I'm a wind surfer and San Francisco Bay is considered one of the four top wind surfing spots in the world. I haven't had a chance to try it here yet, but I'm looking forward to it. One of these days I'm going to take a break."

C.G. Lu, U.S. representative for COSCO, and Vello Kiisk, acting executive director of the Port, sign new agreement. Witnessing the proceedings is Ronald L. Stone, director of Maritime Affairs.

COSCO Signs On for Five More Years

China Ocean Shipping Company (COSCO) has signed a new agreement with the Port of San Francisco that will strengthen its competitiveness in the Far East trade. COSCO serves ports in China and the Far East through Hong Kong and Kobe. The five-year agreement offers revenue-sharing based on a cargo volume formula. As volume increases, so does the revenue-sharing benefits to the shipping line. COSCO's cargo volume, now in excess of 10,000 TEUs annually, has been growing steadily.

COSCO has been calling San Francisco since February 1981 when the Chinese shipping company initiated its West Coast liner service. In 1984 COSCO entered into a Terminal Revenue Sharing Agreement with the Port of San Francisco—it was the first agreement for regularly scheduled service that the Beijing-based company signed with any port in the United States. COSCO uses South Container Terminal operated by Stevedoring Services of America.

Earlier this year COSCO added a seventh ship to this West Coast/Far East service which increased frequency to a fixed-day weekly schedule. Along with the increased frequency, COSCO also increased capacity by replacing all vessels in the service with larger, fully cellular container ships. In addition, COSCO currently has five 2,700-TEU container ships under construction that will be delivered in the later part of 1989.

Norton Lilly International Inc. is the agent for COSCO on the West Coast.

Chassis Pools at North and South Terminals Are a Win/Win Arrangement

A neutral chassis pool is a "pool" where nobody gambles and everybody wins. Carriers always have chassis available without having to maintain their own fleet at the terminals. Truckers can use the same pool chassis to deliver a load for one carrier and pick up a load from another—a significant time saver. Terminal operators can better manage their chassis storage, ultimately reducing the space required.

Stevedoring Services of America and California Stevedore and Ballast Co., operators of South Container Terminal and North Container Terminal respectively, have established neutral chassis pools for their customers. Until now, carriers had to maintain large inventories of chassis that were needed when a ship came in, but lay idle between ships.

SSA, through an agreement with Transamerica Container Leasing, began providing chassis supplied by Freuhauf at South Terminal (Pier 94-96) last September. The pool fleet has 213 brand new 20-foot "slider" chassis, and 159 refurbished 40-foot chassis, with additional chassis available in an emergency from Freuhauf's Bay Area depot. (Sliders allow for axle weight distribution.) At South Terminal, carriers can rent chassis on a daily, as-needed basis either to replace or supplement their own individually-leased chassis, according to Sandi Lira, Terminal Manager. Shipping lines currently leasing pool equipment at South Terminal are China Ocean Shipping Company (COSCO), Transportacion Maritima Mexicana (TMM) and Grancolombiana. "We expect all of our carriers eventually will be using the pool except maybe Evergreen," Lira says. "Evergreen is the only line that actually owns its chassis. But anytime they run short, we'll be ready to accommodate them."

The SSA-leased pool chassis and the carriers' chassis are now mixed together in the 7-acre chassis yard. "We're planning to restripe the area in the near future and will designate separate areas for each," Lira explained.

CS&B began leasing chassis at North Terminal (Pier 80) in December through an agreement with Flexi-Van Leasing Co. So far the pool fleet contains 67 20-foot sliders and 15 40-footers, with more shipments arriving regularly. Three-fourths of their chassis are equipped with pintle hooks to attach a second chassis to the first. "Eventually, we will have a fleet of about 200," says Pat Ryan, Terminal Superintendent.

Carriers at North Terminal either rent all of their chassis from the pool or maintain their own fleets. Rents are on a daily basis.

Ian Back, terminal manager, and Pat Ryan, terminal superintendent, California Stevedore and Ballast Co.

Sandi Lira, terminal manager, Stevedoring Services of America

Carriers currently using the pool are Navicana, ELMA, and South Seas. Negotiations are underway with the other users of the terminal.

"The equipment is in top notch condition, and stays that way," Ryan said. "We have two mechanics that inspect all chassis on their return. It's a regular inspection stop. Any needed repairs are taken care of in our own shop here."

Royal Viking Sun

Seabourn Pride

Two Top-of-the-Line Cruise Ships Christened in San Francisco

Seabourn Cruise Line and Royal Viking Line, two Norwegian-owned cruise lines that cater to the uppermost cruise market, selected the Port of San Francisco for the christening of their new ultra-luxurious cruise ships. Acknowledging the importance of the cruise industry to the City and the honor of being chosen as the Christening Port, the Mayor of San Francisco proclaimed December 19 as "Seabourn Pride Day" and January 8 as "Royal Viking Sun Day".

Former child actress and Ambassador to Ghana Shirley Temple Black christened the *Seabourn Pride* from dockside at the Pier 35 Passenger Terminal on December 19. The 10,000-ton, 439-foot vessel is the first ship of newly formed Seabourn Cruise Line. It carries 211 passengers and is staffed by a mostly European crew of 140. President of San Francisco-based Seabourn Cruise Line is Warren Titus who launched Royal Viking Line in the early 1970's and was head of that company's operations until his retirement from RVL in 1987. All the accommodations on the $49 million ship are suites, with five-foot picture windows and marble bathrooms. The *Seabourn Pride* spent the winter in the Caribbean, will head to the Mediterranean for the spring and summer, and return to San Francisco next winter. A second ship, the *Seabourn Spirit*, will be delivered this fall.

On January 8, the distinguished actor James Stewart and his wife Gloria christened the new elegant *Royal Viking Sun*. Also participating in the ceremony were Joseph A. Watters, president of Royal Viking Line and Einar Kloster, chairman of the board of Kloster Cruise Limited, parent corporation of Royal Viking Line. At 38,000 tons and with a length of 673 feet, the *Royal Viking Sun* offers luxury accommodations for 740 passengers in 370 staterooms, a third of which have private verandas. Following its christening, the *Royal Viking Sun* departed San Francisco for a 100-day Inaugural World Cruise calling at five continents. The *Royal Viking Sun* will be back in San Francisco in November.

Both Seabourn Cruise Line and Royal Viking Line have actively participated in the Port of San Francisco's Cruise Industry Task Force to attract more cruise ships and cruise passengers to San Francisco.

Sailor from the *Jeanne D'Arc* greets visitors to the ship during the week-end open house

Visitors

■ The Fench helicopter-carrier **Jeanne D'Arc** and its escort frigate **Commandant Bourdais** made an official port call in San Francisco from February 28 to March 7. The call was part of a six-month training cruise that will be completed in May when the ships return to their home port in Brest, France. The *Jeanne D'Arc* carried 788 seamen; the *Commandant Bourdais*, 177—many of whom could be found getting a little R & R at San Francisco's popular establishments or some competitive exercise at nearby soccer fields and tennis courts.

In addition to the official visits, ceremonies and receptions, the ships were open for public inspection during the March 4–5 weekend.

■ Ambassador of the **Kingdom of Lesotho**, W.T. Van Tonder, visiting San Francisco the end of February, toured Port facilities and discussed trade opportunities. Lesotho, formerly known as Basutoland, is located in southern Africa.

■ Patrick J. Keenan, general manager, and D.J. Daly, commissioner **Cork Harbor Commissioners, Ireland**, were visitors to the Port on March 3. Their special interest was Foreign Trade Zone #3 and its economic impact on port activities. The Port of Cork is becoming a major transshipment center and operates as a free trade zone.

■ On February 23–24 a 5-man trade mission from the **Port of LaHavre Authority (France)**, headed by its president, Hubert Raoul-Duval, visited the Bay Area. The delegation toured the Port facilities and met with Port staff who introduced the group to San Francisco's maritime community. LaHavre is France's largest container port and is gearing up to be an important load center for the European Community when it becomes a single transportation market in 1992.

Columbus Canada Flies Tonga Colors

There was something different about the *Columbus Canada* when the vessel visited San Francisco in mid-January. The ship had called San Francisco many times and even under different names. But this time it was its colors. The distinctive red and white Columbus Line vessel was flying the red and white flag of the Kingdom of Tonga. Its stern proudly bore the name Nuku'alofa, the capitol city of Tonga and the new place of registry for *Columbus Canada*. It was not a matter of color coordination.

Composed of 169 volcanic and coral islands, just east of Fiji in the South Pacific, Tonga is striving to restore its maritime tradition. Through an arrangement between West Germany and Tonga to aid that country in building up its maritime presence, Hamburg-based Columbus Line established a maritime training school in Tonga. The *Columbus Canada* was reflaged in support of this endeavor and will be used for the hands-on training of its students and graduates. On this voyage, one officer and 25 of the 37-man crew were Tongans.

A special guest aboard the ship while it was docked at San Francisco's South Container Terminal was Tonga Consul General Vitolio L. Foliaki. Tonga's first and so far, the country's only Consul General anywhere in the world. The Consulate General was established in San Francisco just last November and in addition to representing the significant Tongan community here, it will be promoting trade and tourism. "Baskets and tapa cloth are currently our two biggest exports," Consul General Foliaki said. "Tourism has been growing, especially since the civil problems in neighboring Fiji. Visitors find Tonga peaceful, exotic and romantic. What other capitol is named 'Cove of Love'?"

A second ship calling San Francisco, the *ACT 12*, a Columbus Line vessel under charter to ACT/PACE service, also has been reflaged under the Tongan flag.

Ivan Miskulin and Jan U. Stolzenburg, Columbus Line; Captain K. Stoever, *Columbus Canada*, and Vitolio Foliak, consul general of Tonga, inspect the new Tonga flag from the deck of the *Columbus Canada*.

M.V. Morelos

TMM Replaces Charters with New Company-Owned Vessels

A reception held aboard the *M.V. Morelos* honored not only the vessel's maiden voyage and first San Francisco call, but also the entire three-ship series of new ships built in France for Transportacion Maritimas Mexicana (TMM).

The *Morelos* is the third of the new 2,073 TEU container/bulk ships to enter the Mexican Line's service, joining the *Oaxaca* and *Toluca* that first called San Francisco last summer. The new 41,504 dwt vessels replace charters. Five of the ships in the seven-vessel service are now TMM-owned.

TMM currently provides service every 10 days from San Francisco and Los Angeles to Japan, Hong Kong, Korea and Taiwan and back, and then down to Mexico. In San Francisco the line calls at South Container Terminal operated by Stevedoring Services of America. Trans-American Steamship Agency, Inc. is the line's general agent in the United States.

Argentine Shipping Line Calls San Francisco on New West Coast Service

The multi-purpose *M.V. Patricio Murphy* initiated the new service of Buenos Aires-based Compania Argentina de Transportes Maritimos S.A. (CIAMAR) to San Francisco and other West Coast ports, when the ship called San Francisco March 14.

The 18,332 dwt vessel carries general cargo and up to 575 containers in its five holds. The ship is equipped with five 25-ton onboard cranes that work in tandem to provide a maximum lifting capacity of 50 tons for three of the holds. Ten tanks accommodate 1720 metric tons of liquid cargo.

CIAMAR has been operating a service between South America and Europe for almost 25 years. This is its first venture in the Pacific Coast trade and follows a decision by the Argentine government to allow privately owned CIAMAR to compete with state-owned ELMA for cargo in certain routes on which ELMA had enjoyed exclusive rights. ELMA, also a user of the Port of San Francisco, began service to San Francisco in 1972.

In addition to Buenos Aires, CIAMAR vessels will call ports in Brazil, Chile, Peru, Ecuador, Colombia, Costa Rica and Mexico. The ships will also call Los Angeles and Vancouver, B.C. In December, CIAMAR signed a five-year agreement designating San Francisco as the line's regular Bay Area port of call. The ships will call North Container Terminal operated by California Stevedore and Ballast Co.

According to Jan Schot, Owner's Representative in North America, CIAMAR is committed to being the first South American carrier to pursue transshipment cargoes to the Far East using San Francisco as the transshipment port. This can generate new cargoes and revenues for the Port.

A second CIAMAR ship will call San Francisco at the end of April. The two ships will operate on a 35-day frequency. Norton Lilly International Inc. is agent for the service.

Ronald L. Stone, Port of San Francisco, presents welcoming plaque to Captain Hugo Matthews, *M.V. Patricio Murphy*. Others, from left, are Walt Schreiber, Norton Lilly International; Jon Schot, owner's representative CIAMAR, and James Eshen, California Stevedore and Ballast Co.

M.V. Patricio Murphy

Welcoming the *M.V. Pohorje* to San Francisco are (from left) Capt. Renza Bole, UYL; Ronald Shively, John Cummings and Capt. H. J. Kristel, Matson Agencies; Capt. Giulio Maljerac and Chief Mate Vladimir Vladovic, *M. V. Pohorje*; Ronald Stone, Port of San Francisco; J. Ron Popham, Matson Agencies; Bruce Wilson and Sandi Lira, Stevedoring Services of America, and Terry Hamid, Port of San Francisco.

UYL Introduces "Two" to San Francisco

Captain Renzo Bole, Owner's Representative in San Francisco for Sposna Plovba Piran (United Yugoslav Line) welcomed guests aboard the multi-purpose, *M.V. Pohorje* when it docked at South Container Terminal March 9 on its maiden call. The *Pohorje* is the second new Yugoslavian-built and Yugoslavian-flagged ship to be introduced into UYL's service between the North American West Coast and the Mediterranean/Adriatic.

Captain Bole is also new to San Francisco. He assumed his new post here in February, replacing Captain Peter Ivancic who returned to Yugoslavia. This is not Captain Bole's first U.S. assignment. From 1976–78 he represented UYL in Seattle. He was assigned to the shipping line's headquarters in Portoroz, Yugoslavia, before coming to San Francisco.

Like her sistership, the *M.V. Ljubliana* that entered the service last summer, the *Pohorje* carries 900 TEUs in addition to bulk cargo and replaces a 650 TEU vessel. The third ship in the series has just been delivered from the shipyard and is scheduled to call San Francisco in April. A fourth, and final ship in this series, will be delivered in April or May, according to Captain Bole.

UYL has been calling San Francisco since 1960 and uses South Container Terminal operated by Stevedoring Services of America. Matson Agencies is the West Coast agent for the service.

Commission Honors Two Employees

Peter Toner with the tools of his trade.

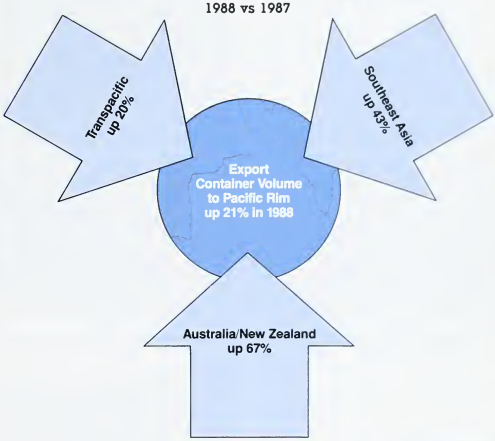
Peter Toner, an electrician with the Port Maintenance Department, was presented with an commendation at the Commission Meeting, January 11. In introducing Toner to the Commission, Arthur Osborne, director of Engineering and Maintenance, noted that this award was for "job performance excellence". Toner did an outstanding job in installing the cables for the expansion of the Port's computer network. Osborne cited the outstanding manner in which he performed in terms of speed, understanding the job, technical ability and working with the users of the computer system. As a result of Toner's efforts, the network was expanded to over 25 new users considerably ahead of schedule.

Lydia O'Skea, secretary in Finance and Administration, received a commendation at the February 8th Commission Meeting for her work in coordinating the Citywide Employees Combined Charities Campaign. A new record was set this year for participation by Port employees. To stimulate participation, all Port contributors took part in a Portwide raffle as well as the Citywide raffle. **Richard Ayers,** chief of the Port Data Processing Systems, won the "dinner cruise for four" aboard the popular *City of San Francisco,* donated by Hornblower Dinner Cruises. **Cora Sapaen,** Collections Department, won a gift certificate for the Ramp Restaurant. In the Citywide raffle, **Cathy Leong,** Accounting Department, won a day of ultimate pampering at Nordstrom's Beauty Spa.

Port of San Francisco's Corner on Trade

Pacific Rim export container volume grew 21% in calendar year 1988 increasing to over 66,000 TEUs. The Australia/New Zealand trade route represented the strongest growth, more than doubling its 1987 figures. This growth is attributed to the addition of two new lines to San Francisco, Blue Star Line (in the New Zealand trade) and ACT/PACE (in the Australia trade), as well as a stronger participation by Columbus Line (in both the New Zealand and Australia trade)

Where We're Seeing Export Growth
1988 vs 1987



Executive Director Michael Huerta and Commission President Anne Halsted present certificate of appreciation to Lydia O'Skea.

■ Executive Director **Michael P. Huerta** laden with a proclamation from the City, medallions from the Port, and a three-man supply of Port labeled wine, was on hand at the St. Francis Yacht Club February 12 to congratulate the crew of the sailboat *Thursday's Child* on the completion of the record breaking voyage from New York to San Francisco via Cape Horn. *Thursday's Child* is one of several boats that has set sail over the last year in an attempt to break the 135-year-old record of the clipper ship *Flying Cloud*. Huerta, who was head of the New York City Department of Ports, International Trade and Commerce at the time the boats started their journeys, was also on hand for the send-offs in New York harbor for some of the boats, including the single-handed French *Elle & Vire* that arrived here March 30, just 9+ hours off the new record.

■ **Ronald L. Stone**, director of Maritime Affairs, was a panel speaker at the annual meeting of the Master Contracting Stevedore Association of the Pacific Coast, Inc. held at Pebble Beach, California, March 4–5. The panel focused on future plans of West Coast Ports, and also included speakers from the ports of Seattle, Tacoma, Portland, Oakland, Los Angeles and Long Beach.

Vello Kiisk accepted a Signum Laudis award from the City for his service as acting executive director of the Port.

■ **Vello Kiisk** received the thanks of City Hall, the Port Commission and Port Staff for his year of service as interim executive director. Appointed in January 13, 1988, following the resignation of Eugene Gartland, Kiisk held the position until Michael Huerta was sworn in on January 13, 1989. Commission President Anne Halsted expressed the Commission's deep gratitude and appreciation for keeping the Port "steady and on course" during this period.

■ **John Neudecker,** manager of Trade Development, was in Los Angeles February 27–March 2 meeting with shipping lines and potential users of the Port Annex in East Stockton. Awareness of the annex warehousing program and its competitive considerations was increased with some key market segments.

■ **Peter Dailey,** marketing specialist, was in Osaka, Japan and Shanghai, China January 30–February 5, meeting with Port officials to finalize the plans and agenda for the Tri-Sister Port Conference to be held in San Francisco, May 14–18 in conjunction with Export Pacific 89. Each port will deliver a detailed presentation on a specific program or project that could help the other ports.

■ The **Wharf Rats,** the Maintenance Department bowling team that represents the Port in the Municipal Employees Bowling League, is now in first place as the season goes into the home stretch, reports roofer/bowler **Dick Detra.** Detra and teammates **Al Meyer, Rich Mello, Gary Moore, Lonnie Alfano** and **Alex Parisotto** defend their number one placement every Thursday night at 6:00 at the L&L Castle Lanes on Geneva. A Port cheering section is always welcome.

Ever Glowing Shows Off New Bridge Configuration

Evergreen Line's *Ever Glowing*, a brand new 3,428-TEU GX-class ship, called San Francisco on its maiden voyage sporting the latest bridge configuration. Instead of the usual "empty" area between the windows and instrument panel, the panel of the *Ever Glowing* has been moved forward right up under the windows.

Having all that space between windows and instruments is a hold over from the days when a large crew was required on the bridge, according to Nicolas. B.B. Chen, head of Evergreen International (USA) Corporation in San Francisco.

"Our newer ships are operated almost entirely by computers," Chen explained. "They carry a crew of only 14, including the cook. There is never a need for more than two people on the bridge at the same time. These ships are the most automated ships afloat today."

Ever Glowing was making her maiden voyage in the Evergreen's transpacific service before entering the line's Round-the-World Service. Evergreen ships call at San Francisco's South Container Terminal every Thursday on the line's weekly service to Japan, Hong Kong and Taiwan.

Ever Glowing's Captain Hu Shu-hui shows the redesigned instrument panel and bridge configuration to John Neudecker, Port of San Francisco, and Nicolas B.B. Chen, Evergreen International (USA) Corportation.

The Port's Part in the Big Parade

The Port's Pier 28 was the secret staging area for the 49ers Super Bowl Victory Parade January 23. Veiled in secrecy to foil any overly rambunctious fans, the players were taken directly from the airport to the pier after their flight from Miami. But by parade time the number of police hanging around outside the pier made it hard to keep the secret.

Led by motorcycle police, the decorated convertibles and motorized cable cars finally emerged from Pier 28 carrying the players and their families, the 49er staff and City dignitaries. The motorcade made its way past an estimated 100,000 cheering fans that lined the official parade route along Market Street to City Hall — and the unofficial parade route from Pier 28 to Market Street.

Upcoming

May 14–18

Port of San Francisco will host the fourth Tri-Sister Port Conference to be held this year at San Francisco's Civic Center. The three sister ports are Osaka (Japan), Shanghai (China), and San Francisco. Other sister ports invited to participate are La Havre (France), Melbourne and Hobart (Australia). Hobart is a sister port to San Francisco. La Havre and Melbourne are sister ports to Osaka. To further broaden the scope, the port conference is being held this year in conjunction with the Export Pacific 89 conference which will be focusing on trade and investment opportunities in the Pacific Rim.

In honor of the sister ports, the Port of San Francisco will stage a traditional Japanese Kogamiwari Ceremony and a Chinese Lion Dance Monday morning, May 15, prior to the opening of the exhibition hall.

May 16

The sixth annual Port Promenade Whaleboat Race will be held from 11:30 a.m. to 1:30 p.m. The one-kilometer course is along the waterfront off the Promenade just south of the Ferry Building Complex. Last year 23 teams participated in three division. This year, for the first time, the Port of San Francisco will enter a team or teams in the competition.

May 29

Star Princess, the new 62,500-ton 1,470-passenger ship of Princess Cruises, will make its maiden call at San Francisco—home port for a series of 12-day circle trips to Alaska. The *Star Princess* is the first of three "super ships" currently being built for Princess Cruises. Among its luxury features will be a top-of-the-ship observation room with a 270-degree view through floor-to-ceiling windows, a three-story atrium lobby; two swimming pools (with a swim-up bar in one), four Jacuzzis and a waterfall all on one deck and spacious accommodations with almost any luxury and convenience you can imagine.

October 12 (Columbus Day), 1992

A regatta of sailing ships from around the world will pass under the Golden Gate Bridge and berth along San Francisco's waterfront. This is the grand finale in a series of events commemorating the 500th anniversary of the voyage of Christopher Columbus to America. Watch *Wharfside* for more details.

Artist Guillermo Wagner Granizo explains his ceramic technique to Lawrence "Skip" Lewis and Dorothy Schimke property department

San Francisco Artist Gives Ceramic Tile Mural to Port

The Port of San Francisco's Commission Room has two magnificent views of San Francisco. In addition to the view of the Bay through the back windows, it now has a colorful view of the waterfront and City's landmarks on a three-panel mural that is being installed on the Commission Room wall. The 7' × 5'3" central panel of the ceramic-tile mural is already in place. The 4' × 4' side panels are expected to be completed and installed in June. The center panel is a stylized depiction of the waterfront, bridge and City skyline. The side panels will depict Mission Dolores and the Presidio. The mural is a gift from San Franciscan artist/muralist Guillermo Wagner Granizo. This colorful and lively work of art captures the personality of the city in a style unique to the artist.

A native of San Francisco, Guillermo "Bill" Wagner Granizo spent his childhood in his mother's homeland of Nicaragua and Guatemala which influenced his interest in ceramics and non-traditional mosaic mural art. Seriously wounded in World War II, he began exploring art media during his four years in military hospitals. He graduated from San Francisco College of Art, where he received training in the formal rules of color and design. After working as an art director and then as a producer of educational films for KRON-TV, Granizo decided to devote his full time to exploring the ancient medium of glazed ceramic tile. Granizo studied and traveled extensively in both Mexico and Central America and draws on this rich cultural heritage. His "geometric abstraction" murals have been compared with those of pre-Columbian mural painters as well as to the muralists of the Mexican social art movement.

Granizo creates his murals by drawing the images onto pre-made tiles and painting them with glazes. He never uses sketches, but rather creates the painting on the tiles as he works. All the tiles are then fired together for 24 to 36 hours. The complete process is even more impressive when the size of his works are taken into consideration. The large size of the mural in the commission room demands attention but is dwarfed by many of Granizo's other murals, some which encompass more than 2000 square feet. Because of the medium he works with, his murals will not deteriorate over time nor will the colors fade.

Other significant murals by Granizo are installed in the Monterey (CA) Convention Center, California State University at Los Angeles, Ansan Place in San Francisco; San Francisco International Airport, Mission Dolores, Santa Cruz (CA) Civic Center and the Institute for Scientific Information, Philadelphia, PA. His latest work is a mural for the new National Museum in Mexico to open in April.

If you wish your name to be added to our mailing list, please contact:

Wharfside

The Port of San Francisco
Ferry Building
San Francisco, CA 94111

(415) 391-8000
Fax (415) 398-1269
Telex: 275940 PSF UR
Cable: SFPORTCOMM

Michael P. Huerta, Executive Director
Ronald L. Stone, Director, Maritime Affairs
John F. Conrad, Director, Property and Finance
Arthur M. Osborne, Director, Engineering and Maintenance

Port Commissioners:
Anne W. Halsted, President
James R. Herman, Vice President
Dr. Arthur H. Coleman
James Bouskos
Douglas F. Wong

Agency Representation:

JAPAN

Japan Representative
Office of the Port of San Francisco
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-ku
Tokyo 103, Japan
Telephone: 03-808-1804
Telex: USA 7608202 BRCTYO UC
Fax: 03-808-1800

TAIWAN

Grand World Shipping Agencies Ltd.
Asia Enterprise Center
60 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANAGEN

LATIN AMERICA

Carlos A. Massera
Republica do Peru 124, #401
Copacabana
Rio de Janeiro, Brazil
Telephone (55) (021) 257-0232

U.S. MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite L-2
Chicago, IL 60656
(312) 992-0709, Telex: 910 2530336
Fax: (312) 992-1225

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San Francisco Targets Growing Cruise Market

Two Stars at San Francisco Pier 35
Passenger Terminal—*Stardancer* and *Star Princess*

San Francisco Targets Growing Cruise Market

For years San Francisco had been taking its cruise business for granted. And with reason. Wasn't Pier 35 the only major passenger terminal in Northern California? Hadn't passengers repeatedly voted San Francisco their favorite U.S. cruise port? The romance of "sailing day" when the City turned out to meet each ship and hotels sent their carriages down to the docks to vie for customers has always been a part of San Francisco nostalgia.

But in 1987, for the first time in over a decade, the number of passenger ship calling at San Francisco declined. It was simply a case of San Francisco being at the wrong place at the wrong time. San Francisco is farther away from the popular West Coast cruise destinations—Alaska and Mexico—at a time when the shorter 6-8 day cruise is the fastest growing segment of the cruise business. Passenger growth in this segment has increased 78% since 1981.

It is not a loss to be taken lightly. The cruise industry directly contributes over $60 million annually to the local San Francisco economy, according to a recent impact study. To assess what can be done to reverse this trend, the Port in 1988 spearheaded the formation of a Cruise Industry Task Force supported by cruise industry interests in the Bay Area. Later this year the Port will launch a campaign to attract more ships and passengers to San Francisco. A first modest effort coinciding with the arrival of the *Star Princess* brought an avalanche of requests for information on what cruises sail from San Francisco.

The round-trip "series" cruises to Alaska

and Mexico, like those offered by Princess Cruises aboard the *Star Princess* this summer, have always been the mainstay in the Port's cruise market. This continues to be viable for the more upscale cruises that can afford to include San Francisco and extra sailing days in the itineraries.

Next year a brand new cruise line, Crystal Cruises, will inaugurate its new passenger ship with a series of four 12-day round trip cruises to Alaska from San Francisco. The 960-passenger *Crystal Harmony* will have the largest luxury suites afloat. Crystal Cruises is a part of Japan's N.Y.K. Line.

Another new Japanese ship, the 600-passenger *Fuji Maru* will make a 5-day inaugural call in San Francisco July 14. Owned and operated by the passenger branch of Mitsui O.S.K. Line, the *Fuji Maru* caters to the growing number of Japanese tourists. While the ship will cruise primarily in the Far East, at least one, two or perhaps even three times a year, it will sail round-trip to a U.S. Pacific Coast port. All bookings are charter packages.

A number of "repositioning" cruises call San Francisco. These are one-of-a-kind cruises connecting, say, a summer series of cruises in Alaska with a winter series in the Caribbean. One line reported that their repositioning cruises calling San Francisco are so popular they are always sold out even before they are advertised.

The third type of cruise that calls San Francisco is the luxurious and sophisticated cruise, the around-the-world cruise where time is no object. San Francisco is a favorite and frequent port-of-call on Royal Viking Line's world cruises, and less frequently for the QEII, Europa, etc. Last year brought the *Sea Goddess* and *Wind Song*. This year the operators of two ultra-luxurious ships—the *Royal Viking Sun* and *Seabourn Pride* chose San Francisco for their christenings.

Cruising has been the fastest growing segment of the tourist market. During this decade the annual growth rate in passengers has exceeded 10% and there is no let-up in sight. Cruise Line International Association (CLIA) has determined that the potential market for cruises is between 35 and 50 million passengers per year. Last year, the biggest cruise year in history, only three million people cruised, leaving a tremendous market just waiting to be tapped.

Ship capacity is increasing, too. In 1988 nine ships with upwards of 7,500 new berths "hit the water"—twice the number of ships introduced in any other year of this decade. This year, 1989, seven new ships are schedule to be completed and 11 more have been announced for 1990/91. While all of these new ships may suggest overcapacity, it actually only amounts to a 7% growth rate—somewhat less than the passenger growth rate. Of special interest is

the growing number of cream-of-the-cruise ships that offer the ultimate in cruise luxury at costs *beginning* at $600 per day per person.

Considering the other cruise ports on the West Coast—Los Angeles, San Diego, Seattle and Vancouver—Los Angeles and San Diego have benefitted from their proximity to the Mexican ports-of-call. Vancouver not only benefits from its proximity to the popular Alaska destination, but also its ability, as a Canadian port, to circumvent U.S. regulations. Under present law, foreign vessels may not transport passengers from one U.S. port to another U.S. port. This prohibits one-way cruises from San Francisco to an Alaskan port—a growing preference among Alaska cruise passengers—and affects almost all cruise ships. Of the world's 180 cruise ships in operation today, only **two** are U.S. flagged. Seattle is spearheading a drive to get an exemption from the Federal law in order to compete with Vancouver.

Until there is a change in the law, new markets and new destinations must be developed especially now that the Caribbean, currently the country's #1 cruise destination, may be reaching saturation. The West Coast has to come up with some exciting, new round-trip itineraries that include a foreign port.

Where would you like to sail to from San Francisco?

Summer Home for a *Star Princess*

The world's newest cruiseship and according to some cruising enthusiasts it is the most glamorous, glided gracefully into San Francisco harbor May 29 to receive a gala civic welcome and a ship load of passengers eager to be among the first to sail on her. Princess Cruises' newest Princess in its "Love Boat" fleet—the *Star Princess*—will be home ported in San Francisco for the summer series of cruises to Canada and Alaska.

"We are delighted to home port the Star Princess in San Francisco," said Tim Harris, president of Princess Cruises. "She is the largest member of our eight-ship fleet and epitomizes the ultimate in shipboard elegance."

The City declared May 26 Star Princess Day in San Francisco. Aboard the vessel there was the exchange of plaques, proclamations and resolutions that goes along with welcoming and honoring a new ship to San Francisco. The *Star Princess* was represented by two captains—Captain Cesare Ditel, master of the ship, and Gavin McLeod the well-known Captain Stubbing of "Love Boat" fame and now a spokesman for Princess Cruises.

Star Princess will sail on nine 12-day Alaska cruises roundtrip from San Francisco calling at Victoria, B.C., Vancouver B.C., Port Hardy, B.C., Ketchikan; Juneau; Skagway; Glacier Bay and Sitka.

Built by the famous French shipbuilding firm Chantiers de l'Atlantique (*Ile de France, Normandie, France, New Amsterdam, Sovereign of the Seas*), the *Star Princess* was christened March 23 at Port Everglades by a film star princess, Audrey Hepburn.

Star Princess did not actually begin life as a Love Boat. She was under construction for competing Sitmar Cruises and scheduled to be christened the *Fair Majesty* when P&O, (parent company of Princess Cruises) purchased Sitmar in July 1988 and merged the two cruise lines under the Princess banner. The acquisition of the three operating Sitmar ships—the *FairSea* (now renamed the *Fair Princess*), the *FairWind* (*Dawn Princess*) and the *FairSky* (*Sky Princess*) increased the Princess fleet to eight...the *Star Princess* makes it nine. Also included in the purchase were the two 70,000-ton, 1,800-passenger ships that Sitmar had on order from Fincantieri shipyard in Trieste. These will be completed for Princess. The *Crown Princess* will be launched in 1990 and the second, as yet unnamed, will be launched in 1991.

But for now, the *Star Princess* is the line's largest and most elegant. Rising 13-stories, the 62,000-ton, 805-foot-long cruise

The three-story atrium lobby foyer of the *Star Princess*.

ship accommodates 1,470 passengers in 735 staterooms, some with private balconies. Five times around the jogging track equals a mile...a good thing to know if you plan to spend much time between meals in La Patisserie or Pronto Pizzeria.

One of the biggest attractions is the forward observation lounge on the 14th deck (bowing to superstition, there is no 13th deck). Named "Windows to the World," it offers a 270-degree panoramic view through floor to ceiling windows. The glass-roofed dome lets in sunshine by day and starlight by night.

A spacious three-story atrium lobby dominated by a giant kinetic sculpture gives more of the feeling of a plush hotel than of a ship. No claustrophobia here! In fact the passenger space ratio on the *Star Princess* is 43, one of the highest in the cruise industry. (The industry average is 29.) This ratio, calculated by dividing the gross tonnage of the ship by the number of lower berth passengers, is used to indicate the spaciousness of a ship.

Then there's the swimming pools, one for children, one with a waterfall and an in-pool bar, and one accompanied by four whirlpools. Other special touches are the museum-quality contemporary artwork throughout, a complete fitness room and a variety of entertainment rooms from the 19 person capacity library to the showroom that seats 676.

Although the ship is of Liberian registry, the 563-person crew is European with both a Sitmar and Princess flavor. Officers are Italian, dining and cabin stewards are Italian and Portuguese, and the bar and reception staffs are British.

Potential passengers can find many reasons to sail the *Star Princess* to Alaska. But perhaps the very best reason is that she sails from San Francisco.

Tug assists *MS Westerdam* heading out to sea

Westerdam comes West

The *MS Westerdam*, newest addition to the Holland America Line fleet, was welcomed to San Francisco on her maiden call here May 23. Six hundred passengers disembarked after a trans-canal cruise from Miami with calls at several Caribbean ports. At the same time 300 passengers boarded the ship enroute to Vancouver for the first of the ship's series of seven-day cruises to Alaska.

The 42,000-vessel can currently accommodate 1,600 passengers. But any statistics about the *Westerdam* will not be valid for long. After completing the Alaska series, the vessel will enter a shipyard in Germany where she will be "stretched" to increase the ship's length by 130 feet and its weight by 10,000 tons. A new pre-fabricated section will be fitted into the middle of the ship. The alteration, scheduled to take five months, will provide a number of new public rooms, enlarge the existing showroom and add luxury staterooms.

Inaugurated as the *Homeric* in 1986, the ship was purchased from Home Lines last year. Changing names and logo plus adding a few special Holland America touches quickly made the ship one of the family.

Holland America Line's *Noordam* and *New Amsterdam* also called San Francisco's Pier 35 Passenger Terminal in May enroute to Vancouver. Transpacific Transportation Company is the agent for Holland America Line.

Commissioner James Bouskos presents welcoming plaque to Captain E.W. Kievit.

Ray Holbrook
Regional Vice President
Stevedoring Services of America, Inc.

Probably the only person at all surprised by his 30+ years in the industry is Ray Holbrook himself. A career in the shipping business seemed like a natural for Ray Holbrook. It ran in the family. His father was with American Hawaiian Steamship Company, his grandfather with Johnson Line Agency, an uncle a captain with American Hawaiian, and a great uncle and aunt with Crescent Wharf and Warehouse.

"My interest was *not* to go into shipping and work like my dad," says Holbrook, "and for my first three working years I stayed away from ocean shipping. But that has been the only time." Since then Holbrook has held high management positions with a steamship agency, a port and a terminal operator.

A native of San Francisco, Holbrook moved to Los Angeles when he was 12. "It was in Los Angeles that I got that first job....delivering furniture for Sears. It paid a lot of money for a kid. I thought that it was just perfect for me. Unfortunately, they had seasonal layoffs right after Christmas. The first year it lasted less than a month. That was okay. But the layoffs kept getting longer. By the third year I decided it was time to get out of the trucking business. And go into the shipping business. What the heck!"

"I was working for Metropolitan Stevedore Company when my Dad said, 'Well, if you *want*, I can get you a job in Portland where you can work during the day and continue your education at night.' The job was for the number five man in the newly opened 5-man office of Williams Dimond steamship agency. "That's the modern Williams Dimond, reorganized after its purchase by a group of American Hawaiian employees that included my father." For 15 years Holbrook worked for Williams Dimond in Portland and Southern California, moving up through the positions until finally becoming manager of the Northwest region. Then resigned.

"My intention was to go into the cattle business. I was serious. I had even picked out a ranch in central Oregon. But about this time, housewives began protesting the high price of beef and suddenly the cattle market didn't look so good after all."

So it was back to the shipping industry and for two years he was Assistant Port Director at the Port of Astoria.

In 1975 he joined Brady-Hamilton Stevedore Co. in Portland, one of the three stevedoring companies that would later become Stevedoring Services of America. Brady-Hamilton served Oregon ports. Holbrook was marketing manager when the company was purchased in 1982 by Seattle Stevedore Co. whose operation covered Washington and Alaska. The third company, Crescent Wharf and Warehouse, a California stevedoring company, was purchased by Seattle Stevedore a year later. The resulting company under the new Stevedoring Services of America banner now had operations along the entire U.S. West Coast.

"Seattle Stevedore brought into the combined company a different management philosophy that continues today. Each port is operated separately and almost completely autonomous of the main Seattle office. Each has its own operation and each port area has its own manager."

Here in the San Francisco Bay region, SSA employs about 55 people in facilities at the ports of San Francisco and Oakland and in their operations at the ports of Benicia, Redwood City, Sacramento, Stockton and Richmond.

"All the Bay Area and Delta ports are managed from this regional office but each port has its own terminal manager and its own profit center" explains Holbrook who has been vice president and manager of this region since January 1984.

With SSA operations now covering the entire West Coast, where else can the company expand?

"Intermodal activities will be the expansion part of our business. We already are involved in rail ramp. We operate the SP ramp in Oakland, and have another 15 ramps around the country which are operated under a subsidiary. This is the new direction in which SSA will be expanding.

"And we're making improvements to our current operations. We expect to modernize the gate system at South Container Terminal to speed up the delivery of containers at the Port of San Francisco. This will include physical changes as well as expansion of our computer assistance system. The Port is working very closely with us on this. Hopefully, we'll have this accomplished by October 1.

"It sounds sort of corny, but I do think that SSA and the Port of San Francisco have a good future together. The improved rail service here is going to influence a lot of cargo out of Southern California because of the increasing restrictions there."

A sportsman, Holbrook had just returned from his first big game fishing trip where he caught an eight-foot sailfish when Wharfside talked with him.

"I thought a lot about having it stuffed and mounted...but then where would I put it. I couldn't hang it here in the office. My associates would think I'm bragging...and the companies we work for would wonder where I found the time to go fishing."

Grandco's *Buenaventura* Welcomed

The entry of the Ciudad de Buenaventura, in the Grancolombiana Pacific Coast service marks the return of a Colombian flag vessel to the service. The Ciudad de Buenaventura replaces the Maladol, one of several charter vessels used by the line during the last two years. The she calls on ports along the west coast of North and Central America and Colombia in its fortnightly service.

Coffee, the line's leading export cargo, experienced an 11 per cent decline in 1988 due to an alteration in the quota system. Over 37% of the coffee that is imported through San Francisco is Colombian coffee carried on Grancolombiana.

Grancolombiana currently calls South Terminal operated by Stevedoring Services of America, Inc., and is represented by Matson Agencies.

On the bridge of the *MV Ciudad de Buenaventura* are (from left) Captain Victor Millan C., Terry Hamid, Port of San Francisco; Yvonne Butler and Captain H. J. Kristel, Matson Agencies, and Chief Mate Abelardo Aparicio.

Navicana Adds *Mercury Cape* to Service

The Ecuadorian shipping line, Naviera Interamericana Navicana S.A., has introduced the 12,400-ton *M.V. Mercury Cape* into its service. The vessel made its maiden San Francisco call discharging containers of coffee and pallets of cocoa. This is the major cargo that Navicana regularly discharges in San Francisco. The general cargo vessel joins the *Cotopaxi* to maintain the line's two-ship monthly operation.

Navicana, whose West Coast service extends from Valparaiso, Chile, to Vancouver, Canada, also calls ports in Mexico, Ecuador, Peru and the United States. In San Francisco, the line uses North Container Terminal operated by California Stevedore and Ballast Company. OOCL (USA) Inc. is the general agency for Navicana in the U.S. and Canada.

(From left) William Parker, OOCL (USA) Inc.; Rodney Ganda, California Stevedore and Ballast Co Terry Hamid, Port of San Francisco; Captain B.H. Agnew, *M.V. Mercury Cape*, and Hal McCarthy California Stevedore and Ballast Co.

Western Rim Becomes Inspection Site for Coffee

Following requests from coffee importers and shipping line representatives, U.S. Customs Service in April approved Western Rim as a Centralized Examination Station for coffee. Located in the Port of San Francisco's Pier 50, Western Rim is a Container Freight Station (CFS) that handles almost all of the Customs coffee inspection.

"We're very happy with the performance of Western Rim," said Matson Agencies' Ron Popham. Matson is the agency for Grancolombiana, the line that brings the largest volume of coffee into the Port. "They do the job professionally and efficiently. We haven't missed a deadline since Western Rim became a coffee examination site."

Customs established the new centralized inspection system in August 1987 to provide service to importers with fewer inspectors. Four Centralized Examination Stations (CES) were designated in the Bay Area...two in San Francisco and two in the East Bay. Western Rim is the only additional site in the area that Customs has designated as a CES, although restricted to coffee examination only.

In July, the Customs District will re-evaluate existing Central Examination Stations and review the need for additional facilities. Requests from other interested parties who wish to operate a CES may be considered at that time.

Western Rim has been in business on the San Francisco waterfront since 1980, first at Pier 92 and then at its present location on Pier 50. President of the company is Joe Tudisco, a veteran of over 25 years in the transportation industry and who has been with Western Rim since 1983.

Western Rims' Joe Tudisco does a little coffee inspection of his own.

"About three-fourths of the cargo we handle at Western Rim is inbound," says Tudisco. "And approximately 80% serves the San Francisco market. The export cargo we handle comes primarily from outside the San Francisco area. Most is the agricultural products from the Valley."

As a major coffee and cocoa CFS, Western Rim is used to inspection. Both coffee and cocoa, as well as the other food products it handles, are subject to inspections by the US Food and Drug Administration.

"We have had good relationships with both Customs and FDA, no problems," says Tudisco. "I see no reason to expect it to be otherwise."

APL Sweeps Port Whaleboat Race

Strong teams of American President Lines not present stiff competition to achieve the first across-the-board sweep in the six-year history of the Port Promenade Whaleboat Race. APL teams won that place in all three divisions—Mens, Womens and Coed. Rowing in perfect unison, the teams made the heavy, clumsy fiberglass-skiffs look like racers as they glided through the water. Practice, practice, practice, many times pays off!

Race Day—May 16—was sunny and warm attracting hundreds of spectators from the Financial District for the lunchtime races. The hot dog wagons were out and the Jubilee Jazz Band entertained between the races. The Port Promenade Whaleboat Races have become a mid-May event in the city sponsored by the Port and Friends of the Port. This year 27 teams were entered—the largest number in the race's history.

Eleven teams were entered in the Mens Division requiring two preliminary heats. The APL team finished the one kilometer course in 5 min. 28 sec. followed by Anchor Steam and Service Engineering.

Eight teams were entered in the womens division. Following APL, who finished in 6 min. 10 sec., were Jammz 'A' and Anchor Steam.

In the coed division eight teams competed with International Trade Council and Don Row and the Rowmantics following APL over the finish line.

A couple of other awards that could have been given out would have been to "Mutants on the Bounty" for the funniest name and to our own Port of San Francisco Whalers for being the newest team to participate. Under the leadership of Engineering Department's Fred Gerard, the PSF Whalers came into existence just a few weeks before the race.

Special thanks go to the co-sponsors that made the event possible: AGS, Inc.; Alcatraz Enterprises Inc.; Bracco Distributing Co.; California Stevedore & Ballast Co.; Ambrose & Dorothy Canonica; Columbus Lines, Inc.; Crowley Maritime/Red & White Fleet; the Dolphin Club; Evergreen International Corporation; Hills Bros. Coffee, Inc.; Inter Pacific Shipping Corporation; ITEL Containers International Corp.; Marine Terminals Corporation; Maskell Services, Inc.; Vallejo Municipal Marina; Fred F. Noonan Company, Inc.; Pacific Maritime Association; Pier 1 Delicatessen; Pier 39 Limited Partnership; Polar Ice; Sea-Land Service, Inc.; Southern Pacific Transportation Co.; Star Shipping; Stevedoring Services of America; John Tarantino/Morgan; and Zim-American Israeli Shipping Co. Inc.

Port team members Dick Detra and Gary Silvestri in their Viking "Helga hats".

Coed teams get set.

Port Installs New Telephone System

A new telephone system has been installed at the Port, effective immediately, that permits direct dialing to individuals and departments. The general information and department numbers are as follows. Call information or the departments for the direct numbers of specific indivduals. All numbers are within the 415 area code.

Information/Recepation	274-0400
Public Relations	274-0414
Commission Secretary	274-0406
Maritime	274-0525
Property Management	274-0510
Property Development	274-0545
Maintenance	597-7902
Cranes	695-5080
Engineering	274-0549
Building Permits	274-0558
Planning	274-0543
Accounting	274-0454/55
Collections	274-0463
Legal Department	274-0486
Fire Marshall	274-0419
Human Rights Commission	274-0511

The new telefax number is 274-0528

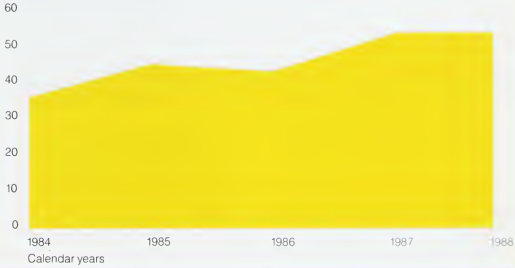
The Port of San Francisco's Corner on Trade

Coffee is the Port's leading liner import commodity in tonnage, and second only to automobiles in value. In calendar year 1988 coffee comprised 17% of total liner import tonnage and 11% of the dollar values.

The Port of San Francisco's market share of all coffee imported through West Coast ports has risen to 54% in spite of the general drop in coffee consumption in the United States.

Latin America accounts for the major portion (88%) of San Francisco's coffee. In fact, the Port of San Francisco's market share of West Coast coffee imported from Latin America is now 83%, up from 76% in 1987.

PSF MARKET SHARE OF WEST COAST IMPORT COFFEE



Streamers Flutter Over Promenade...Once Again

The brightly colored streamers that had flown over the Waterfront Promenade since its completion in 1982 are back...thanks to the generosity of San Francisco businessman Al Wilsey.

The seven flagpoles at the southern end of the Waterfront Promenade stood stark and empty for eight months; the streamers a victim of last year's budget crunch. The swallow-tailed streamers are no little thing. Each one measures 4' by 18' and is made of wind resistant nylon to last six months or so in San Francisco's weather. Total tab was approximately $900.

Todd Peterson, a senior storekeeper responsible for the $1+ million inventory of maintenance stores, was commended by the Port Commission at its March 22 meeting for his outstanding on-the-job performance. Under his own initiative, Peterson designed, tested and implemented a successful micro-computer program which has controlled costs and increased efficiency, greatly benefiting the Maintenance Department. His initiatives have improved inventory control, accuracy and productivity.

Two Port People have added professional letters to their names. **Diane Artz**, assistant commercial property manager, is now Diane Artz CPM joining the relatively exclusive group of Certified Property Managers. (There are only 12,000 in the U.S.) The certification was awarded by the Institute of Real Estate Managment based on her training and experience. In addition, she was required to take three specific management courses and to submit an actual management plan that she had developed.

Peter Vignet, assistant superintendent of maintenance operations, now can put a CPE after his name. He became a Certified Plant Engineer, a certification given by the American Institute of Plant Engineers, based on his extensive experience in Europe.

Joe Martinez, a maintenance machinist, received a commendation from the Port Commission at its June 14 meeting for his alertness and compassion in going to the aid of a crew member of a tug boat at Pier 80 on May 4, 1989. The crew member, Harry Arduelin had suffered an apparent heart attack aboard the tug. The Captain of the tug yelled to those on the pier if anyone knew CPR. Martinez responded, jumped from the pier to the tug and administered CPR until an ambulance arrived. Arduelin was rushed to San Francisco General. The quick action of Martinez undoubtedly saved Arduelin's life.

Commission President **Anne Halsted**, Commissioner **Douglas Wong** and Executive Director **Michael P. Huerta**, were members of the 13-day Bay Area Economic Mission that traveled to Asia in May led by the mayors of San Francisco and San Jose. The port delegates had an opportunity to meet with counterparts at the sister ports of Osaka and Shanghai, and with leaders of shipping lines that call San Francisco. A meeting was held with a potential investor in the proposed Seafood Center at Fisherman's Wharf.

The previous month, **Huerta** and **Ronald Stone**, director of Maritime Affairs, were in Japan, Taiwan and Hong Kong on a marketing trip meeting with the Port's representatives in Tokyo and Osaka and calling on major shippers and shipping lines.

Todd Peterson

In March, **Michael Huerta** and **Arthur Osborne**, director of Maintenance and Engineering, attended the Spring Conference of the AAPA in Washington, D.C. While they were in Washington, they had discussions with the Navy as well as with congressional delegations on ways to improve the ship repair business in San Francisco.

John Neudecker, manager of Trade Development, represented the Port at the Western Cotton Shippers Association Convention in Monterey April 5–7. The Port sponsored the "Evening at the Monterey Bay Aquarium" event. Neudecker also attended the International Intermodal Expo in Atlanta June 13–14, then on to Chicago where he met with the Port's midwest agents, Trade Reps Ltd., and called on several major accounts. The Port was represented at the Pacific Coast Coffee Association's Convention in Carmel May 28–30 by **Ronald Stone**.

Pilot Study of RACERS Project set for Fall

RACERS, an acronym (how did you guess) for Regional Automated Cargo Expediting and Release System, will begin the pilot phase of the system's implementation this fall. A project of U.S. Customs, U.S. Maritime Administration and the Golden Gate Ports Association, RACERS is a communications concept that brings together existing systems into a network that monitors the progress of cargo shipments.

The concept has been under study to determine if regional port groups should provide electronic ties with Customs, on a community basis, to shipping companies, exporters and brokers, as opposed to the individual set-ups that some larger shipping companies and brokers now have. It is an effort on the part of the ports to help bring about a truly paperless environment.

The Port of San Francisco, as one of the six member ports in the Golden Gate Ports Association, has been a participant in this study.

The RACER system was conceived by Lamarian Systems, Inc., developer of U.S. Customs' Automated Commercial System (ACS). TF Transportation Consultants, a locally based marketing firm, is assisting the ports in making educational sales presentations of the system to potential users and responding to their concerns.

The basic concept has RACERS (the computer) as the hub of the network and accessible (through EDI, fax or telex) to ports and terminals, shipping lines and agencies, Customs ACS, brokers and forwarders, USDA and local agencies, trucks and rail. The way it works is that RACERS monitors routing shipment activity. If and when a problem is detected, it will notify the affected parties. In this way, problems can be corrected or adjusted prior to experiencing any delays in cargo delivery.

The system assures confidentiality to participating companies or agencies, an early concern of potential users.

The major benefits to users of the system is the advanced detection of problems in delivery and the elimination of the need to "call ahead" to determine delivery status. Of the 152 companies surveyed in the Bay Area 93 or 62% have indicated an interest in the program. Many have expressed a desire to participate in the pilot phase of the project.

RACERS differs from previous attempts to develop similar systems at other ports in that it brings together existing systems making RACERS attractively affordable.

The first woman to skipper a boat around Cape Horn came to the Port Commission meeting April 12 with a letter from New York Mayor Koch to be delivered to San Francisco Mayor Agnos. **Anne Liardet** and crewman **Joseph Le Guen** were welcomed by Port Commission President Anne Halsted who accepted the letter on behalf of the Mayor. It took 99 days to get here.

Sailing the 50-foot trimaran *Finistere Bretagne*, the two French sailors left New York on January 1 in an attempt to beat the record of 89 days that the clipper ship *Flying Cloud* set 135 years ago. While Liardet and Le Guen were at sea, *Thursday's Child*, the first of five boats making the Clipper Cup Challenge this year, broke the old record completing the voyage in 80 days and 20 hours. *Finistere Bretagne* was not able to beat the new time. Then on May 26, the American trimaran, *Great American*, the last boat to attempt the voyage this year, crossed the finish line to set a new record of 76 days, 23 hours and 20 minutes.

Commission President Anne Halsted accepts Mayoral letter from French sailor Anne Liardet

If the view of the Bay and the Bay Bridge behind news anchor **Tom Brokaw** looked familiar on the NBC Nightly News May 22, there was a good reason. This is the view from the Ferry Building deck of the Port of San Francisco offices. The segments were taped the day before (Sunday). Brokaw was in San Francisco to address the annual NBC Affiliates Meeting.

Brokaw and crew in San Francisco.

Outlawing Ocean Debris

For years the problems associated with ocean disposal of garbage were never obvious—metal and glass sank and paper and cloth decayed. But today more and more manufactured objects are made of plastic—a material renowned for its light weight, strength, and durability. A simple plastic soft drink bottle used to carrying beverages has an estimated life span of hundreds of years, according to the Center for Environmental Education. In fact, plastics are now the most common man-made objects sighted at sea.

Many marine animals confuse plastic items for real food—a potentially fatal mistake. Thousands of marine animals—including birds, sea turtles, seals and whales—die every year from entanglement in plastic trash. Seafarers are now beginning to associate plastic debris with economic and safety problems that affect their own livelihood. Plastics are a floating menace to navigation.

Merchant ships are often cited as a major source of this ocean litter. According to one estimate, merchant ships dump at least 12.4 billion pounds of cargo wastes, including plastics, into the ocean every year. An additional 250 million pounds of crew wastes are tossed overboard. In total, merchant ships generate 90 percent of all wastes found in the world's oceans.

On May 30 the U.S. Coast Guard began enforcing regulations on the disposal of ship generated wastes as detailed in Annex V of the 1987 International Convention for the Prevention of Pollution from Ships, more commonly known as MARPOL V. These regulations are designed to significantly reduce the amount of plastics, including synthetic fishing nets, and other ship-generated garbage intentionally discharged into the ocean.

Ratified by the U.S. Congress, the treaty went into effect internationally on December 31, 1988. It has been ratified by nations responsible for over 50% of the world's fleet.

Under MARPOL V disposal of all plastics at sea is *prohibited* and distance-from-shore limitations are established for discharging non-plastic garbage at sea. Ports and terminals are required to provide adequate reception facilities for ship-generated wastes and have a Certificate of Adequacy issued by the Coast Guard.

The Port of San Francisco and its terminal operators have installed waste receptacles at all operating terminals including Fisherman's Wharf and have arranged for disposal through Golden Gate Disposal Company in San Francisco.

The Coast Guard will periodically inspect the reception facilities in order to insure that they are, in fact, useable and are being used by the ships and boats calling at the Port. Beginning September 1, the Coast Guard will begin citing offenders.

Port Joins in Honoring Retiring Chief Customs Inspector

The Port presented the Order of Maritime Merit to retiring Chief Inspector for U.S. Customs Arthur P. Howard at a luncheon in his honor. Howard entered the U.S. Customs Services in 1962 and has been an inspector in the San Francisco District since 1965. Following several promotions he was named Chief Inspector, a position he has held for the last 11 years. The Order of Maritime Merit is presented by the Port to individuals who have given outstanding service within the maritime industry. Throughout his tenure, Howard has shown a high degree of availability, consideration and fairness in the administration of the various Customs inspection programs at the Port's passenger and cargo terminals.

Terry Hamid, sales manager, presents the Port's Order of Maritime Merit to Arthur Howard (right). Chief Customs Inspector Tom O'Brien (center) was master of ceremonies for the event.

Sister Ports Conference Strengthens Ties

Delegates to the fourth Sister Ports Conference, hosted this year by the Port of San Francisco, came away with a better understanding of the developments and future concerns at each of the four ports. Equally important, they left with closer ties to the shipping communities in each of the areas represented.

This year the Sister Ports Conference was broadened by its participation in the Export Pacific 89 Conference and Exhibition in Pacific Rim Trade and Investment held this year in the San Francisco Civic Center. The delegates from the visiting ports of Osaka, Shanghai and La Havre attended the conference sessions and were able to gain visibility for their ports through the display at the trade exhibition.

In a separate Sister Ports session, each participating port presented a report on its current and future developments.

The Port of Shanghai reported that within their seventh 5-year plan (1986-90) they are building 18 berths that will add 10.8 million tons of handling capacity per year. In addition, four older berths are being renovated. To deal with super large bulk vessels (grain, ore, chemical fertilizer and lumber), the Port of Shanghai has set up an offshore unloading station at Luhuashan anchorage.

Out-of-date cargo-handling machinery and unqualified personnel had been a problem at the Port of Shanghai. During the last three years, 611 pieces of handling machinery was renovated or added and many training courses were organized to raise the cultural and technical level of the personnel. They credit their sister ports in assisting in these developments through the exchange of information and experience.

The **Port of Osaka** reported on its North Port land reclamation project which is creating two islands by filling the sea with city wastes like incinerated waste, mud and sand from construction and dredging works. The islands will need to be connected through undersea tunnels to accelerate development.

Osaka is also faced with the need to dredge their container terminals. At present they have a water depth of 12 meters (39 feet) at their terminals but need 14 meters (46 feet) to accommodate the 50,000-gross ton container ships.

Development is also underway for commercial and recreational facilities. In the Tempozan Harbor Village project, old warehouses have been replaced by an aquarium, restaurants, shops, etc. A new amusement center will be completed next year. A separate long-term project is the planned Sports Island to be created and installed with various sporting facilities.

The Sister Ports...

Leaders of the delegations (front row) and the delegates gather in front of the Sister Ports exhibit.

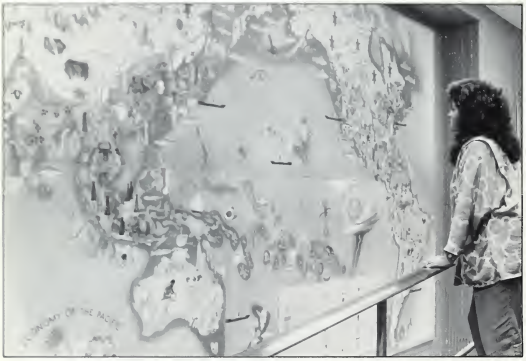
They hope to lure hotels, convention centers and apartments to the Island.

Located on the Channel, the **Port of Le Havre** is a deepwater port with 45 feet of water at low tide and no dredging problems. The delegate reported on what can be expected within the Common Market when the 12 participating countries open the borders between themselves for the free movement of their Nationals, goods, services and capital beginning January 1, 1993. With the entry of Spain and Portugal into the Common Market, France has greatly improved her own position as the compulsory crossroads for inland transportation. Completion of the Eurotunnel in early 1993 will introduce a whole new pattern in cargo movement. LaHavre expects it will strengthen its role as a transhipment center for the surrounding countries, and as the ocean shipping center for overseas goods.

In Europe, tunnels and trolley wires (European trains are electric) prevent the running of double stack trains. Therefore, only single stack train service is available. Increased speed (over 75 miles per hour) is used to offset the reduced number of containers on each train. In ten years trains traveling at speeds over 150 miles per hour are foreseen all across Europe.

The traditional Japanese good luck ceremony by the Sister Port delegates opened the Export 89 Exhibit Hall.

Covarrubias' illustrated map of the People of the Pacific



Economy of the Pacific

Keepsakes of the 1939 Exposition

This year marks the 50th anniversary of the opening of the Golden Gate International Exposition that was held for two years on a specially created island in the Bay: Treasure Island. A number of displays and activities are planned to honor the anniversary.

Little remains today of the Exposition itself except for what it celebrated: the completion of the two bridges and the expanding interest in the Pacific Basin. In Pacific House, the so-called theme building, Mexican artist Miguel Covarrubias created six large decorative and illustrated maps of the countries adjacent to the Pacific Ocean. Each depicted an aspect of the Pacific Rim countries—their peoples, their fauna and flora, economy, art and culture, means of housing and transportation.

Five of these six map murals (except the one of art and culture) can be seen today in the Ferry Building along the ramps that extend from the first to third floors. How they happen to have ended up in the Ferry Building is undocumented, but the story goes like this. Following the fair they were lost. Then in the early 1960s they were discovered in New York in the possession of the Rockefeller family. They were returned to the State of California which in turn gave them to the Port. (The Port was under the authority of the State at that time.) At any rate, they have been on display in the Ferry Building since the 1960s.

If you wish your name to be added to our mailing list, please contact:

Wharfside

The Port of San Francisco
Ferry Building
San Francisco, CA 94111

(415) 274-0400
Fax: (415) 274-0528
Telex: 275940 PSF UR
Cable: SFPORTCOMM

Michael P. Huerta, Executive Director
Ronald L. Stone, Director, Maritime Affairs
John F. Conrad, Director, Property and Finance
Arthur M. Osborne, Director, Engineering and Maintenance

Port Commissioners:
Anne W. Halsted, President
James R. Herman, Vice President
Dr. Arthur H. Coleman
James Bouskos
Douglas F. Wong

Agency Representation:

JAPAN

Japan Representative
Office of the Port of San Francisco
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-ku
Tokyo 103, Japan
Telephone: 03-808-1804
Telex: USA 7608202 BRCTYO UC
Fax: 03-808-1800

TAIWAN

Grand World Shipping Agencies Ltd.
Asia Enterprise Center
602 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANAGEN

U.S. MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite L-2
Chicago, IL 60656
(312) 992-0709, Telex: 910 2530336
Fax: (312) 992-1225

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FERRY DAYS ARE HERE AGAIN

EELS: THE GOLDEN STORY

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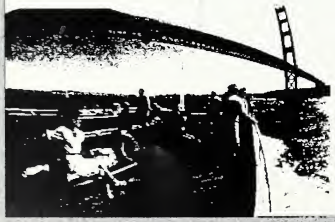


Cover Photo Sharon Beals

Michael P. Huerta
Executive Director

Executive Director's Report

Ports all around the country are in a state of transition. The Port of San Francisco is no exception. The recent past has been quite turbulent and the coming years will be no different.

In the cargo handling industries, the most significant change all ports face is the continuing evolution of new technology to speed cargoes on their way. Ports must be concerned not only with their facilities, but also with the linkages to other modes of transportation. Pacific Rim trade also continues to grow and this bodes well for Pacific Coast ports. The required investment in new port infrastructure is, however, costly and the industry continues to face increasing cost pressure. The Port is carefully evaluating its infrastructure requirements to ensure that we will be able to respond to industry requirements while ensuring the continued profitability of the Port. For example, we have plans to improve rail access to our container terminals. This will bring them to a new standard of competitiveness that is second to none.

The fishing industry also faces change. New Federal regulations will require that fish handling facilities meet higher standards. This is a very positive development, but again, it has substantial cost implications. We are planning for these changes and working to upgrade our facilities at Fisherman's Wharf. We want to ensure that the local fishermen of San Francisco will be able to operate under the new regulations.

These changes are taking place at the same time that there is a greater public interest in the waterfront. Ports all across the country must deal with desires for public access, increasing regulation and, as a result, costly new requirements.

With this environment, strategic planning assumes great importance. We at the Port of San Francisco are getting started on a strategic plan which we expect to guide us into the next century. We want to examine our competitive environment and establish new goals for ourselves.

Will it be an easy process? Probably not. We will be rethinking the conventional wisdom and taking a hard critical look at where we stand. But despite the difficulties, this plan represents a new beginning for the Port, a point of reference for all our activities. It's an exciting time for everyone at the Port. The coming years will present tremendous challenges for us, but we intend to be ready for them.

Editor's Log

Humble beginnings... that pretty much sums up the debut of WHARFSIDE in April 1978 as the Port of San Francisco's newsletter to the maritime community. Initially black & white and printed on a single 11"x17" sheet of paper, WHARFSIDE has evolved over the years to its present glossy 16-page magazine complete with full-color cover. WHARFSIDE is no small investment for the Port of San Francisco but, as the primary tool of communication to the many users and friends of the Port, it is invaluable.

With this issue of WHARFSIDE we have a new look. Just as the Port has changed over the years and adapted to the unrelenting pace of technology, so has WHARFSIDE. We hope you'll see us as a reflection of the dynamic face of San Francisco's waterfront. In this and future issues we'll focus on the rich assortment of Port activities—from maritime customers to commercial tenants, from fishermen to developers, from water surface recreational activities to deep ocean issues.

The stories in this WHARFSIDE range from a reexamination of commuter ferries in the Bay, the phenomenal success of Vietnamese fishermen who catch eels off the Farrallon Islands, to the establishment of the new Government and Public Affairs department with the missive to further the Port's legislative and public interests.

Let us know what you think, what you want to know more about. We'd enjoy hearing from you. Without your input, WHARFSIDE definitely won't be worth the paper it's printed on, no matter how glossy.

Wendy Ho Iwata

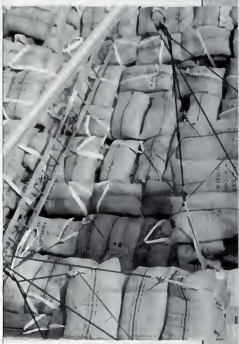
Recent Surge of Cargo Activity at Pier 50

In a scene reminiscent of the old waterfront days along the legendary Barbary Coast, general cargo came back to Pier 50 in a big way in July. Dozens of Marine Terminals Corporation longshoremen were on dock to lend a hand to the SVENJA, where almost 2000 metric tons of coffee and cocoa beans from New Guinea were unloaded. The bagged beans were stored at the Port's Pier 50 facility, operated by Western Rim.

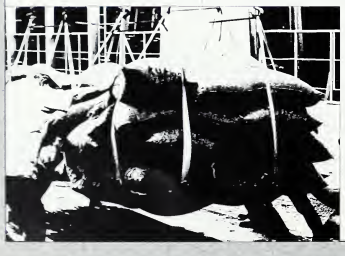
DOZENS OF LONGSHOREMEN WERE ON THE DOCK TO LEND A HAND TO THE UNLOADING OF THE SVENJA.

SVENJA, a vessel of the America Niugini Shipping fleet, is owned by the Heinrich family of West Germany who named the ship after their daughter, Svenja. The 19-year-old college freshman was recently in San Francisco and was the guest at a reception America Niugini Shipping Company held at the World Trade Center. Unfortunately, Svenja had yet to see her namesake since her studies in Los Angeles did not allow her to witness the ship's christening in Hamburg, Germany two years ago. "Whenever I have school vacation, the ship is usually somewhere else in the world," she said. This hasn't dampened Svenja's avid interest in the shipping business. She noted the lack of women in the shipping industry and indicated a desire to pursue a career in the maritime business upon her graduation.

The SVENJA is expected to make frequent calls to San Francisco from its base in Papua, New Guinea.



TONS OF COFFEE AND COCOA BEANS FROM NEW GUINEA MAKE THEIR WAY TO THE PORT'S PIER 50 WAREHOUSE.



SVENJA, THE LADY BEHIND THE SHIP.

Real Eel Story: From Hagfish to Gold

Photos: Air News

When Chieu Pham, the executive director of the Vietnamese Fishermen Association of America, talks about the techniques his men must use to catch and prepare slime eel for market, it sounds like making a silk purse out of a sow's ear or spinning straw into gold might be easier and more pleasant ways to make a living.

The slime eel, also known unaffectionately as the hagfish, is appropriately named. In life, this creature, whose skin looks better on a wallet, purse or attache case than on its own snake-like form, has few admirers. And, while looks aren't everything, what really turns off so many is the hag's nasty habit of secreting slime.

Slime of the sea: There's nothing glamorous about catching this scavenger of the deep, either. Fish heads and other waste products are put in straps that resemble rolled-up black rubber welcome mats. The baited traps are then lowered 20 to 40 fathoms. Once caught, the eel are placed in a barrel with crushed ice. They are tranquilized so that they won't injure each other and damage their delicate skin. Every 30 minutes a crew member must remove the slime from the barrels so the eel can breathe.

Even though it's hard, dirty, and smelly work, Chieu Pham allows a degree of reverence to creep into his voice when he talks about what the slime eel represents in terms of economic self-sufficiency for the Vietnamese fishing community. He envisions that finding a market for under-utilized resources is one way Southeast Asian newcomers will get their piece of the Bay Area's seafood quiche, rather than just a tiny taste of the bouillabaisse.

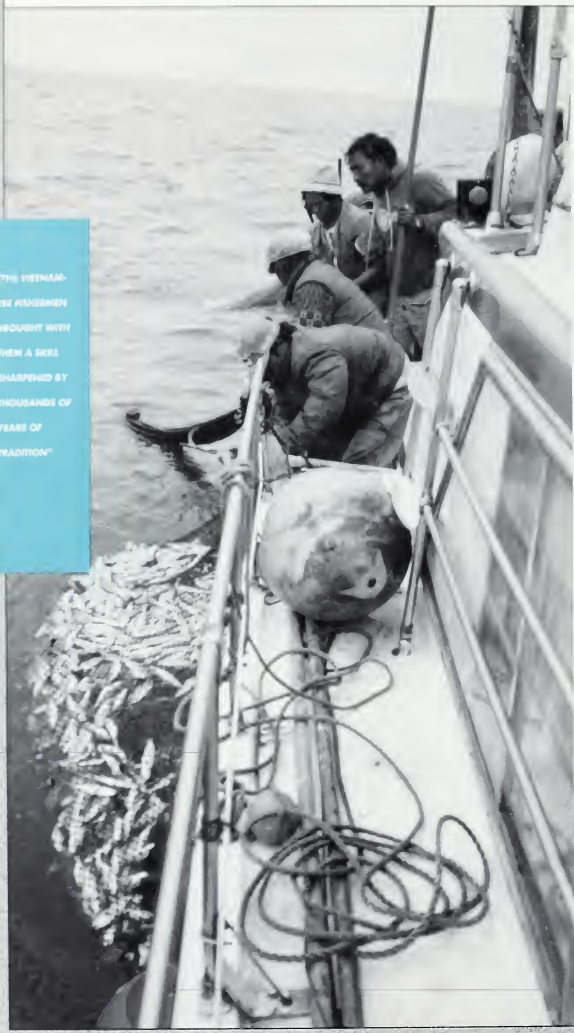
Korean Connection: Stephanie Thorton, executive director of the Coastal Resources Center, concurs with Chieu Pham's vision. It was Thorton who, a little more than a year ago, introduced Chieu to an importer and several representatives of a Korean company that is a major supplier of eelskin goods.

Thorton and Chieu realize that the introduction has had a tremendous impact economically, as well as esteem-wise, on the refugee fishing community.

Continued On Next Page

DAWN... THE SEARCH FOR EELS BEGINS FOR THE VIETNAMESE FISHERMEN.

Photos: Vietnamese Fishermen of America



"THE VIETNAMESE FISHERMEN BROUGHT WITH THEM A SKILL SHARPENED BY THOUSANDS OF YEARS OF TRADITION"

Continued From Page 4

Economic Return:

August through November is considered prime slime eel season. And, if last year's season is any indication, Chieu says he's not being overly optimistic to expect that each of the five boats that go out for approximately 24 hours at a time will return to their new berth at the Port of San Francisco Pier 45, netting approximately $15,000-$20,000 per month in the Korean market.

It's an amount that pleases him. He explains that when the Vietnamese fishermen came to this country they could not share the same kind of opportunities the commercial fishermen already living here enjoyed.

"The Vietnamese fishermen brought with them a skill sharpened by thousands of years of tradition," Chieu says. "But we didn't know how to translate our national skill into the American labor market. We had no track record here, no credit history and there was a lot of tension."

Problems, he said, were primarily caused by cultural misunderstanding. For example, in Southeast Asia there are no fishing seasons, no costly permits to obtain and no waiting lists. The gill net fishing technique is not considered controversial. And the Vietnamese government is not as environmentally oriented as the American

Photos: Vietnamese Fishermen of America

government is. "We were labeled 'resource-rapers' and 'poachers,' " Chieu says. "They were labels that hurt. Now, the hagfish has provided us with a good alternative so that we can work in harmony with domestic fishermen."

"I believe it has shown them that there's still hope and opportunity in this country," Thorton says. "In addition the hagfish is providing them with a healthy economic return."

S. F. Port Commissioner Douglas Wong is quite awestruck with the success of the Vietnamese fishermen in San Francisco, noting, "The Vietnamese are a rapidly growing population in this town and their success lies in the ability to bring old ideas from the homeland and apply those formulas here. To take a creature like an eel and turn it around for profitability is true ingenuity in the traditional American way."

"I BELIEVE IT HAS SHOWN THEM THAT THERE'S STILL HOPE AND OPPORTUNITY IN THIS COUNTRY."

Commuter Ferries: The Ne

EACH WEEKDAY TWO MILLION COMMUTERS DRIVE TO WORK, MOST ALONE IN THEIR CARS... THE PROBLEM IS GETTING WORSE.

When Governor Deukmejian recently signed the new transportation bill (the one that doubles the state's gasoline tax), it was a tacit admission on everyone's part that our transportation system needs help. The bill, which must be approved by voters in June 1990, would funnel some $18.5 billion into various transportation projects, mainly our clogged freeways.

Each weekday, two million Bay Area commuters drive to work, most of them alone in their cars. Despite many proposed solutions over the past few years—new bridges and freeways, BART extensions, car pooling—the problem is getting worse. Transportation routinely tops the list of local residents' concerns, and political squabbles often cause new projects to get bogged down for years.

But there is a simple alternative to the automobile out there: the ferryboat. While not the ultimate solution to the region's traffic woes—ferries will never be able to carry all that many commuters—officials are now taking a fresh look at the water option. As one state legislator says, "Hey, we've got a free freeway out there." If commuter ferries do begin plying the waters of San Francisco Bay in large numbers, it will be for the second time in our history. For, once before, the ferry played a vital role in shaping the Bay Area.

Romantic History:

The romantic history of San Francisco and that of the humble ferryboat are intertwined. The Gold Rush made it imperative to establish transportation between Sacramento and San Francisco. But riverboat service soon bowed to the railroads, which by 1869 were bringing passengers straight through to Alameda and Oakland.

The first ferry to regularly cross the Bay was the *Kangaroo*; in 1850 it ran, subject to the whims of tide and weather, between the City and Oakland. It was advertised as allowing "an opportunity to visit the wondrously wooded region of Contra Costa."

In 1853, Oakland authorized the Contra Costa Steam Navigation Company to operate a huge paddlewheeler, the *Clinton*, back and forth to San Francisco, where it berthed at the Davis Street wharf. The two companies—California Steam and Contra Costa Steam—soon settled into a grim battle of survival. Fare wars were common, and

Photo: Air News

v Old Way to Cross the Bay

passing steamers attempted to run each other onto the sandbar at the mouth of the Oakland Estuary. Pilots even kept rifles handy to insure "co-operation" from their rivals. But in 1859 the companies agreed to operate their boats jointly.

Railroad/ Bridge:

North Bay ferry service began between San Francisco and Petaluma in 1862, Vallejo in 1871, and San Rafael in 1884. By 1868 the "Big Four" of the western railroads—Leland Stanford, Collis Huntington, Charles Crocker, and Mark Hopkins—had bought out most of the ferry companies for their recently completed transcontinental Central Pacific Railroad. In 1875, the old Ferry Building was built, at the foot of Market Street, to coordinate the traffic. (The present Ferry Building dates to 1896.)

The 1906 earthquake and fire in San Francisco gave the ferries a chance to prove their worth, and prove it they did, transporting rescue teams to the disaster and evacuating survivors to the East Bay—all free of charge.

In 1920, the Golden Gate Ferry Company inaugurated service between Sausalito and San Francisco, and the next two decades were a Golden Age of the ferry, with 60 commuter vessels criss-crossing the Bay. But increasing automobile traffic demanded new solutions to the Bay's commuter problems. The completion of the Oakland Bay and Golden Gate Bridges, in 1936 and 1937, sounded the death knell for the ferries, and, over the next four years, 90% of the runs, including Golden Gate Ferry's, ceased.

By 1951, only three runs remained: an Oakland-Ferry Building passenger route and two car ferries, which were soon to be eliminated by new bridges: Martinez-to-Benicia and Richmond-to-San Rafael. It looked like the end of the ferryboat on San Francisco Bay. But big changes were coming which were about to give ferrying a new lease on life.

Continued on next page

THE ROMANTIC HISTORY OF SAN FRANCISCO AND THAT OF THE HUMBLE FERRYBOAT ARE INTERTWINED.

Photo: Crowley Maritime

Continued From Page 8

Ferry Operators:

Crowley Maritime, which began in 1892 as a tug and barge operation, had started sightseeing trips out of San Francisco after World War II as the Red & White Fleet, but the great build-up in population around the Bay resulted in R&W resuming commuter service between San Francisco, Sausalito, and Tiburon in the 1960s, and, in 1986, Vallejo, reflecting the relocation of Marine World there. In addition, a reorganized Golden Gate Ferry resumed its Sausalito and Larkspur runs in the 1970s. Moreover, a new company, Blue & Gold Lines, was founded in 1979 to shuttle tourists around the Bay, but it was to enter the commuter picture in a big way.

On June 1, 1989, it was revealed that Blue & Gold had offered $26 million for the Red & White Fleet and that proposal is undergoing regulatory review.

Present Need:

Most observors agree that there is a continuing need for alternative transit. The bridges and freeways are choked, yet population shows no signs of leveling off, with experts predicting an additional million people in the Bay Area by 2010. The San Francisco Examiner recently urged a "thorough, expert assessment" of ferrying, noting that "the Bay is there, and has been used heavily in the past" to transport commuters.

Private entrepreneurs are also getting into the act. Pacific Telephone Systems has asked the Metropolitan Transportation Commission for permission to operate ferries between San Jose, San Francisco and Oakland. Forum Hydrolines has requested routes linking San Rafael, San Francisco, Alameda, Oakland Airport, and Pittsburg. Harbor Bay Isle Associates, the Alameda developer, has experimented with runs between Alameda and San Francisco, with additional trials to Redwood City, Oakland, Larkspur, Richmond, Berkeley, Sausalito, San Mateo and Tiburon. The City of Vallejo has lobbied heavily for more extensive service, indicating its willingness to partially subsidize "a viable ferry service." Finally, there has been talk of a ferry line for the Giants' new China Bay stadium, if voters approve that project.

California Senator Quintin Kopp believes high-speed ferry service connecting a dozen cities around the Bay is definitely a solution to the region's traffic problems. His Water Transit Task Force has been studying the problem, and he has requested the Metropolitan Transportation Commission to come up with a viable ferry plan by next winter. "We ought to aspire to moving at least 12% of our commuters by ferry every day," says Kopp; today, that figure is only about 1.5%. Kopp, who believes private developers are best equipped to run ferry services, envisions a fleet of 50 high-speed catamarans operating all around the Bay. Others speak of speedy, low-maintenance hovercraft and hydrofoils, or of technologies yet undreamed.

Everyone agrees that ferry companies will need to be subsidized. As much as $1.3 million per year will be raised from the recently-passed Regional Measure One—the initiative that increased local bridge tolls to $1—and some of this money will go toward ferries. In addition, up to $500 million, over a 10-year period, could be distributed to private ferry operators directly by the Metropolitan Transportation Commission, or given, as matching funds, to counties and cities (like Vallejo) to fund their own operations.

Port Commitment:

The Port of San Francisco itself is taking a pro-active role. "Everyone wants to come to San Francisco," says Planning Manager Rick Wiederhorn, "So we

NOT JUST A VALIANT RISK, FERRIES ARE A VITAL ALTERNATIVE TO TRAFFIC CONGESTION ON OUR BRIDGES.

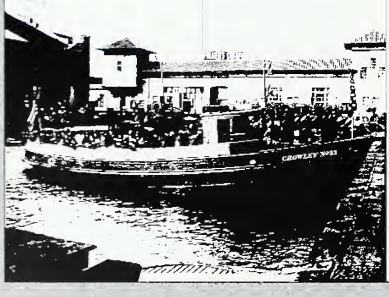


Photo: Crowley Maritime

Photos: Blue and Gold Fleet

expect to be the hub of any regional ferry system. Our job is to prepare the best terminal site in San Francisco." The port is undertaking a small passenger vessel study to address future ferry, charter, tour and excursion boat needs. Four different scenarios emerge when examining commuter ferry operations.

The first option is to lease specific berths to carriers, as is the present case with Golden Gate Transit at the Ferry Plaza and Crowley's Red and White Fleet at a small "float" next to the Ferry Plaza.

The second option is to lease a spot to another municipality and let that city develop the terminal and select its own carrier. This idea surfaced in discussions with the city of Alameda which in early September released a Request for Proposals to ferry companies interested in running service between Alameda and San Francisco.

The third option is to allow private entities to develop a terminal with a right to control the carrier lease. Such a scenario will likely happen at the Port's Piers 24 and 26 where a developer will be chosen to develop a Sailing Center and Ferry Terminal. That developer will also gain the right to build some private enterprise to fund the two components.

The final option, and the one to demand the most attention from Port officials, is to develop a "common use terminal" which operates like San Francisco's airport. The Port--with Federal, State, and regional assistance--would develop and operate a general terminal for all carriers to use. Carriers would lease the "slots" and berths at the terminal to provide service to any city. The Port's revenues would come from total passenger volume.

San Francisco's Port Commissioner Arthur Coleman has very positive feelings about the Port's efforts to study mass commuter ferry viability. "We owe it not only to the Port's mandate but to the whole region to be pro-active in ferry development. There's definitely a new attitude about their feasibility of water transportation to help relieve traffic impact, especially on our bay bridges."

Pier 7 Gets New Lease on Life

With the rat-a-tat-tat of a muffled jackhammer, San Francisco Mayor Art Agnos paved the way for the razing of Pier 7 so its new life as a public access and fishing pier could begin. On the sunny afternoon of August 9, Commissioners from the Port and Recreation & Park Department, along with officials from the various agencies that funded the Pier's construction, gathered for a groundbreaking ceremony that was attended by community activists, neighborhood organizations, press and business community. The pier is dedicated to the leisure and enjoyment of the Bay by its citizens, so it was fitting that it was a day full of music and fanfare.

The history of Pier 7 reflects the changing face of the city's waterfront. Constructed in 1901, the existing pier is the second oldest structure on the Waterfront and was once the terminus for all pier and bay steamers in the last half of the 1800s. A fire destroyed the Pier 7 shed in 1973 and the pier was subsequently used as a parking lot for the heavily populated downtown area. In 1982, the Bay Conservation and Development Commission recommended the phase-out of parking and installation of a public access and fishing pier in its place.

PIER 7 · A RECREATION & PUBLIC ACCESS PROJECT ON THE SAN FRANCISCO WATERFRONT

The new pier, designed by ROMA Architects of San Francisco, will have timber plank decking, ornamental iron handrails, benches, small balconies and old-style Embarcadero light fixtures. Barnes Construction was the selected contractor and hopes to have the pier opened by the fall of 1990.

"The construction of Pier 7 is an important victory for neighborhood and community groups who worked hard for many years to provide a place where young and old can enjoy the scenic Bay and even fish for crabs," commented Port Commission President Anne Halsted whose work on the Open Space and Land Acquisition Committee helped to make the Pier 7 construction a reality. Funding for the $6.5 million construction project is provided by the S.F. Department of Recreation and Parks Open Space Fund (44%); Port of San Francisco (41%); Wildlife Conservation Board of the California Dept. of Fish and Game (8%); and Coastal Conservancy Grant (3%).

PORT DIRECTOR HUERTA OPENS THE GROUND BREAKING CEREMONY, LATER BROADCAST ON LOCAL TV AND RADIO STATIONS.

Vello Kiisk's Love Affair With the Port - and Vice Versa

"Ever since I left the service, I always wanted to work for a port," mused Vello Kiisk upon his retirement from the Port of San Francisco after ten eventful years. As former Port Director, Chief Harbor Engineer and master joke-teller, Vello played a significant role in the Port's adaptation to changing administrations, increased bureaucracies and vacillating regulations.

"I couldn't ask for a better physical environment to work in than the Port of San Francisco's 7-1/2 miles of spectacular waterfront. But most of all, I'll miss the wonderful people I worked with—the staff, the Fisherman's Wharf folks, the steamship lines." The one thing Vello bemoans is the increasing political pressure applied to the Port which he fears may hurt Port operations and marketing. "Private industry doesn't understand the political constraints placed on the Port which, though may be necessary in this day and age, ultimately inhibit our productivity."

"I'll always locate somewhere near the water; I just have this big love affair with ports."

The feeling is mutual, Vello.

Executive Director Creates Port's First Government & Public Affairs Office

One of the first steps Michael Huerta took as the new Executive Director of the Port was to establish the Office of Government and Public Affairs. It was envisioned as the liaison to all legislative bodies, regulatory agencies, media and the local community. All publications, press contact, special events and community outreach would emanate from the Government and Public Affairs Office.

"The creation of this office is at the top of my agenda because the work on port projects does not end with a contract or set of plans," said Director Huerta. "Most often the success of a project depends on whether it passes muster with the myriad of government agencies that oversee the Port."

Starting practically from scratch, the unit was quickly assembled and then "hit the decks running." Veronica Sanchez is the Director of G&PA and comes from a four-year stint with Mayor Art Agnos' office and the California Legislature. She'll coordinate the Port's legislative agenda with our Washington lobbyist (Flanagan & Associates) and state lobbyist (Hellan Roth Dowden). Some of the issues high on the list of priorities include dredging, trade practices, reforms to the 1984 Shipping Act, cabotage laws, ship repair, infrastructure improvements such as the Fisherman's Wharf Commercial Seafood Center, and seafood inspection legislation.

Wendy Ho Iwata was named Public Relations Manager and comes from a background of media, government and politics. Her last assignment was with the Department of Public Works/ Clean Water Program and prior to that she was involved in marketing, publicity and sales for two local TV stations. Ms. Iwata will produce port publications (including WHARFSIDE), create and implement advertising campaigns and conduct press relations.

Coordinating the unit's administrative functions is Tom Gross, a former business manager and English teacher. Mr. Gross serves as editorial and advertising assistant to Ms. Iwata and assists Ms. Sanchez in coordinating special events.

"The G&PA unit will serve as a bridge to the public, its elected officials and the print and broadcast community. It's been rewarding to see the results of our efforts already. For example, the Port of San Francisco's actions to revitalize its commercial fishing harbor have been a catalyst for statewide attention to the need for funding of commerical fishing and recreational harbors," said Ms. Sanchez.

"I'm just excited to be a part of such a professional team," offered Mr. Gross. "The opportunity to advance the Port of San Francisco is very rewarding to me."

Photo: Al News

THE TWO CHARLIES MEET FOR THE FIRST TIME AT THE PIER THAT BROUGHT THEM TOGETHER.

Washington Manor School, Room 116
1170 Fargo Ave.
San Leandro, Ca 94579

San Francisco Port Authority
San Francisco, CA

Dear Sir,

Recently our class went on a field trip to pier 39. As we walked along the piers, we noticed that one was numbered 1½. It was the only one with ½ as part of its number. Can you tell us why it is numbered that way? We're curious.

Thank you,
Charles Witherspoon
(4th grade)

PORT OF SAN FRANCISCO
FERRY BUILDING
SAN FRANCISCO, CALIFORNIA 94111 • TEL (415) 274-0400 FAX (415) 274-0555 TELEX 278843 PORT UR CABLE SFPORTCOMM

Dear Charles,

I received your letter asking about Pier 1½. That is a very good question; but before I answer it, let me tell you about how the piers are numbered.

When the old piers at the Port were first built around 1890, the building started at the middle of the waterfront at Market Street, where the Ferry Building is. That is where the waterfront at Market Street, where the Ferry Pier 1. All piers are on both sides of Pier 1. Other piers were built numbered so that they can be identified easily. To solve this, someone decided that all piers, which one would be Pier 2? To solve this, someone decided that Pier 1 would be Pier 27. So, Pier 3 was for the use of Pier 1 would be Pier 27. So, Pier 3 was for the use of piers south of the Ferry Building would have odd numbers, and all piers north of the Ferry Building would have even numbers. So, Pier 3 was just north of Pier 1.

When the new Piers 1 and 3 were built about 1919, Pier 3 was for the use of River boats plying between San Francisco and points on the Sacramento and San Joaquin Rivers, carrying cargo, mail, and passengers. A place for these passengers to wait for cargo, mail, and passengers was needed; so a waiting room was built between 1 and 3. They called it Pier 1½.

It was a busy place, since this was before airplanes, and there were no bridges across the Bay and no freeways. Travelling by boat was practical and convenient, although slow. Your teacher can tell you more about transportation in those days.

I hope I have answered your question. Enclosed is some information about the Port and San Francisco today. We have ships from all over the world loading and unloading cargo, big white passenger liners come here often. There are shipyards and many fishing boats. There are no more river boats though; airplanes and freeways are much faster and cheaper.

I hope you have a good summer vacation, have fun.

Sincerely,

Charles V. Mitchell

Charles V. Mitchell
Chief Wharfinger

Summer in the City

On a busy day at the Port of San Francisco, you can see ships, ships and more ships. This was the scene on a clear summer morning at the North Container Terminal when the Nedlloyd Everest, Wellington Star and GACKA were unloading—simultaneously. Port of San Francisco terminal operators, California Stevedore and Ballast, had no trouble accommodating the three ships, but our photographer went to great lengths to fit these big ships into one compact photo. Three lucky ships basking in the warm San Francisco sun...

Upcoming Events

FESTA ITALIANA
Fri., 9/29 - Sun., 10/1
12 Noon - Midnight,
Pier 45 Shed A
(Sponsors:
Port of SF & Port
Tenants Association)

FLEET WEEK
Parade of ships and Blue Angels
airshow:
Sat., 10/7, 11am - 1:30 pm
Municipal Pier

Public Viewing of
VISITING SHIPS:
Sun., 10 am - 6 pm
Mon., 9 am - 4 pm
Tues.- Wed., 10 am - 4 pm
Piers 30, 32, & 45

FLEET WEEK
CHALLENGE RUN:
Sun., 10/8, 8 am
Crissy Field to Piers 30-32
(Sponsors: Port of SF,
Pier 39, Bayside Village)

CARNAVAL Dance, Concert
& Wisk FIREWORKS:
Sat.,10/7, 7 pm
Pier 45.
Admission: Sailors Free Public $10
(Sponsors:
Port of SF, Miller Brewing
Company)

Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chrome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-808-1804
Telex: USA 7608202 BRCTYO UC
FAX: 03-808-1800

TAIWAN

Grand World Shipping Agencies Ltd.

Asia Enterprise Center
602 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANAGEN

US MIDWEST

Trade Reps Ltd..
9420 W Foster Avenue
Suite L-2
Chicago, IL 60656
(312) 992-0709
Telex 910 2530336
FAX (312) 992-1225

Credits

If you wish your name to be added to our mailing list, please contact:

WHARFSIDE
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Michael P. Huerta
Executive Director

Port Commisioners:
Anne W. Halsted,
President
James R. Herman,
Vice President
Dr. Arthur H. Coleman
James Brouskos
Douglas F. Wong

Editor:
Wendy Ho Iwata

Design:
Yamaguma & Associates

Contributors to this Issue:
Steven Heimoff
Ellen Gonzalez Chapin

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THE PORT OF SAN FRANCISCO

WHARFSIDE

October/ November 1989

SAN FRANCISCO'S FLEET WEEK -- NOBODY DOES IT BETTER

THE UNFLAGGING SPIRIT OF THE PORT

SAN FRANCISCO'S FLEET WEEK: A PHOTO ESSAY

"EARTHQUAKES DON'T STOP US": THE PORT'S HANDLING OF A CRISIS

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Editor's Log

The worst of times bring out the best in people. No sooner did the final dust from the earthquake fall before Port staff rose, shook off the physical and emotional dust from the 7.1 quake, and determinedly set out to rekindle the life of our waterfront home.

Ours was a flame that would not die. The unflagging spirit of the Port was perhaps best exemplified by the longshoreman who survived the freeway collapse in Oakland, remaining alive under rubble for four days without food and water. "Tough as nails" Buck Helms—a father, longshoreman, freeway survivor--filled local residents with the fervor of living, a simple, eloquent statement of life amidst the rubble. It was Buck's heart that pulled him through that 90 hour ordeal, and in the end, it was Buck's heart that ultimately gave out after hidden complications. Mr. Helms passed away on November 18, twenty-eight days after the dramatic rescue from his entombed car.

This issue looks at the brighter side of things when all else appears dark. It starts with the round-the-clock efforts of the Port's maintenance and engineering crew to restore utilities for our tenants, of the aggressive response by the Port's Maritime Department to address cargo concerns, the rapid conversion of a parking lot into a viable ferry terminal, the immediate control of the situation by our Executive Director who returned to the office from across the country faster than local residents could get out of their homes.

Also in this issue is a photo-essay of San Francisco's Fleet Week. After seeing the impressive program of events, we think you'll understand our claim that nobody does Fleet Week better.

We're uplifted by the generous outpouring of support from around the country after the quake. Thanks also for the warm and positive response many of you gave for WHARFSIDE's new editorial format. It feels good to be a part of such a magnificent team.

Wendy Ho Iwata

Cover and Back Photos: Mark Snyder

Michael P. Huerta
Executive Director

Executive Director's Report

In the last issue of WHARFSIDE, I spoke of turbulent times for ports nationwide and particularly the Port of San Francisco. I envisioned some transitions in Port operations, quick adaptations to evolving cargo technologies, perhaps a realignment of our priorities and goals under our pending strategic plan. I never expected the turbulence that actually occurred, as in an earthquake.

As luck would have it, I happened to be in Tampa on October 17 for the American Association of Port Authorities convention. I was just settling down to the serious business of watching the Bay Bridge World Series when the news of the earthquake was broadcast. Within hours, the San Francisco contingent was on a plane headed west with no guarantees that we could land in San Francisco. Once we arrived, I thought we were in the wrong city. The buildings were still standing but there was an eerie silence with the streets devoid of people and cars. When we arrived at the Ferry Building, Port headquarters, we saw the flagpole atop its tower bent at a 45 degree angle with the clock stopped at 5:04.

And then an inspirational thing happened. Although the Mayor had advised local residents to stay home, I was heartened to see Port employees walk into our Ferry Building, some already with an initial assessment of Port damage. With the help of maintenance crews, inspectors, engineers and property managers, we quickly had a handle on the extent of damage and started to set priorities. Our Planning Manager organized the building of a temporary ferry terminal almost overnight. The Maritime Department aggressively sought new traffic solutions for our clients. The Public Affairs staff kept things on an even keel with the press and even put together an ad to reassure our clients. The Accounting and Data Processing Departments were the hardest hit and had to move their operations to a less damaged area. Our computer system was quickly brought back on line and we then settled in for the daunting task of preparing damage reports and arranging for repairs.

Everyone gave a little of themselves and their comfort for the greater good of the Port. Several employees were unable to get into their homes, but they were at work dealing with difficulties experienced by Port tenants.

We were back in operation the day after the earthquake and are well on the road to full recovery. When I think back of the chaos that was the quake's aftermath, I feel great pride in knowing we weathered a critical storm, and that our whole crew is much stronger because of it.

Credits

If you wish your name to be added to our mailing list, please contact:

Wharfside
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Michael P. Huerta
Executive Director

Port Commissioners:
Anne W. Halsted, President
James R. Herman, Vice-President
Dr. Arthur H. Coleman
James Bouskos
Douglas F. Wong

Editor:
Wendy Ho Iwata

Assisted by:
Government and Public Affairs Department

Design:
Yamaguma & Associates

WHARFSIDE is published bi-monthly by the Port of San Francisco

Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3 9 4 Building, 4th floor
9-4 Nihonbashi-Honcho
3-Chrome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-808-1804
Telex: USA 7608202 BRCTYO UC
FAX 03-808-1800

TAIWAN

Grand World Shipping Agencies, Ltd.
Asia Enterprise Center
602 Minchuan East Road
Taipei, Taiwan
Telephone (02) 7169555
Telex 13072 GRANAGEN

US MIDWEST

Trade Reps Ltd.
9420 W Foster Avenue, Suite L-2
Chicago, IL 60656
Telex 910 2530336
FAX (312) 992-1225

Bigger, Better Moana Pacific's Maiden Voyage to Port of San Francisco

PORT CRANES LIFT THE MANY REEFER CONTAINERS FROM THE MOANA PACIFIC; ITS MAJOR PRODUCT IS TUNA.

Photo: Air News Photo

Emblazoned on the smokestack of the big blue ship lies a serene image of two palm trees swaying in the wind. A leisure ship, one might think, until one sees the containers and no-nonsense pace of its staff. The Moana Pacific, new addition to South Seas Steamship Company, is anything but lazy and showed her vitality during her recent maiden call to the Port of San Francisco.

"Our new ship Moana Pacific will be a big help to our customers because she's faster, has more capacity and better stability." The pride in Tony Dizon's voice is unmistakable. As Managing Director and Chief Operating Officer of South Seas Steamship Company, Mr. Dizon is immensely pleased at the increased efficiency of the Moana Pacific which travels from Tahiti/Samoa to the U.S. in just 28 days. Travel time on the old ship took 33 days.

The five days in travel savings means a lot to a shipper like John Wong of United Trading in San Francisco. Mr. Wong depends on the Moana Pacific to bring his goods to Tahiti. "The ship is very impressive and much bigger," says Mr. Wong, "I understand it's doing so well that the Moana Pacific is now overbooked—congratulations to the South Seas Company."

M.V. Moana Pacific holds 780 TEU and can take 120 reefer containers. Its major supply to the U.S. is tuna (as in Chicken of the Sea) and on the way home to the South Sea islands, loads up on groceries and general cargo for the island folks.

The Moana Pacific will make frequent calls to the Port of San Francisco's North Container Terminal (Pier 80). California Stevedore and Ballast operate the modern Port facility.

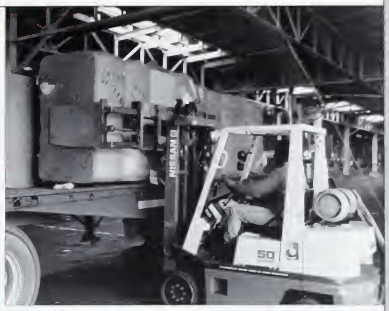
From Left to Right:
HAROLD MC CARTHY (CS&B),
CAPTAIN LARS BLOMSTRON,
TERRY HAMID (PORT OF SF),
TONY DIZON (SOUTH SEAS STEAMSHIP CO.),
JAMES ESCHEN (PRESIDENT, CS&B)

Port's Corner on Trade; Northern California Exports

It may be nuts to you, but it's serious business for Northern California agriculturists who are responsible for that region's prominence as America's strongest export-oriented economy.

California's overall status as an exporting "nation" is frequently noted, but the role of Northern California deserves particular attention. The California counties of the San Francisco Customs District (Monterey/Tulare counties and north) are responsible for 60% of the total cash value of agricultural production in California—and these counties specialize in the state's most exportable crops.

Virtually every prune, almond and walnut exported by the United States is produced in the northern San Joaquin and Sacramento Valleys. A full 75% of California's cotton crop is grown in the counties served by the San Francisco Bay port system. The vast majority of raisin exports to worldwide markets comes from this district.



COTTON UNLOADING AT THE PORT'S MANY WAREHOUSE FACILITIES.

The abundance of international cargo provided by California's northern counties is a boon, not only for the regional economy, but also for steamship lines calling San Francisco. Besides offering commodities of consistently high value and demand on the world market, the huge volume of exports through San Francisco Bay enables immediate reutilization of the many containers arriving full of imported goods.

Cotton, feed, fruit and nuts are particularly high volume cargoes—accounting for about 30% of the region's export tonnage to Japan and over 40% of that to Europe. Special Port of San Francisco programs designed to improve access and speed delivery of these key commodities will continue to help San Francisco lines boost their shares of the burgeoning agricultural export market.

Information provided by Louise Anderson & John Neudecker

Photos: Air News Photo

San Francisco's Fleet Week-

Center: STARE-DOWN WITH A "TOMCAT" FIGHTER PLANE. THE NAVY's FLEET OF F-14s (TOMCAT), FA18s (HORNET), A56s (INTRUDER), S3s (VIKING) AND EA6B (PROWLER) PROVIDE INTIMIDATING OFFENSE FOR ITS OCEAN CARRIERS.

THE PORT OF SAN FRANCISCO'S FIVE MILE CHALLENGE RUN BROUGHT 1200 REGISTERED PARTICIPANTS TO THE WATERFRONT, A SCENIC RACE THAT PIT NAVY FOLKS AGAINST LOCAL RUNNERS LIKE PORT COMMISSION PRESIDENT ANNE HALSTED (#463). THE PROUD WINNERS WERE MIKE HEALER (25:12) IN THE OVERALL MEN'S DIVISION AND SATAH KRAKOFF (31:26) FOR THE WOMEN'S DIVISION--THEY'RE THE ONES CARRYING THE HUGE TROPHIES TO THE FAR LEFT OF OUR DELIGHTED MAYOR. (FAR RIGHT)

FORMALLY, IT WAS THE PRESTIGIOUS REAR ADMIRAL WILLIAM THOMPSON AWARD, BUT IN CIVILIAN TERMS, IT MEANT THAT SAN FRANCISCO'S FLEET '88 BEAT ALL INTERNATIONAL COMPETITION TO WIN THE TOP SPECIAL EVENT OF THE YEAR IN THE U.S NAVY. ADMIRAL JOHN W. BITOFF AWARDED MAYOR ART AGNOS WITH A SPECIAL PLAQUE TO COMMEMORATE THE DISTINGUISHED HONOR AT THE FLEET WEEK 1989 KICK-OFF RECEPTION. EVENTS INCLUDED THE TRADITIONAL BLUE ANGELS AIRSHOW, SHIP ARRIVAL CEREMONIES, FLEET WEEK CHALLENGE RUN SPONSORED BY THE PORT OF SAN FRANCISCO AND PIER 39, AND THE PORT OF SAN FRANCISCO "CARNAVAL."

Photos: Mark Snyder

Nobody Does It Better.

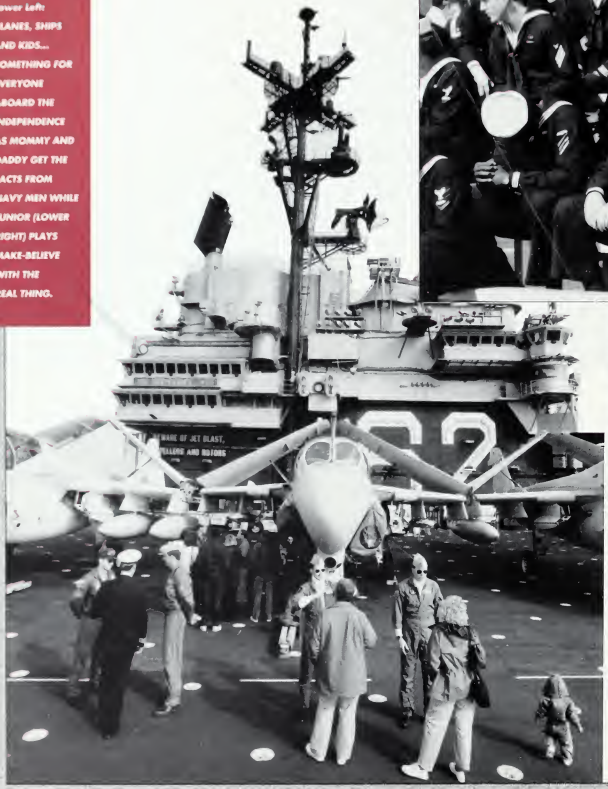
FRIENDLY REPARTEE BETWEEN TWO MEN OF THE SEA... A MARINE LANCE CORPORAL AND NAVY PILOT TAKE TIME TO SWAP STORIES WHILE ON A BREAK FROM PUBLIC INQUIRIES.

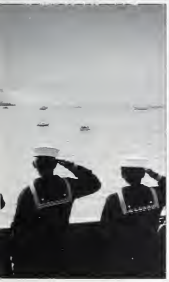
In the few seconds it took to write these words, a "tomcat" on the USS Independence catapulted from zero to 130 mph, cleared the 200 foot runway and blasted into the sky. You didn't even have to actually see it to believe it (though most of us got our taste of carrier life from that Tom Cruise movie) for the excitement and strength of the Navy vessel was palpable to all who walked on deck.

continued on next page

AT EASE AND FEELING RIGHT AT HOME, THE NAVY'S BOYS ENJOY THE CEREMONIES AS THEY LOOK FORWARD TO "LIBERTY" JUST A FEW HOURS AWAY.

Lower Left: PLANES, SHIPS AND KIDS... SOMETHING FOR EVERYONE ABOARD THE INDEPENDENCE AS MOMMY AND DADDY GET THE FACTS FROM NAVY MEN WHILE JUNIOR (LOWER RIGHT) PLAYS MAKE-BELIEVE WITH THE REAL THING.





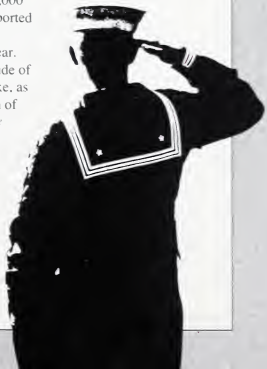
ALL SMILES AND SALUTES WHEN THE NAVY PARADE OF SHIPS GLIDES PAST THE GOLDEN GATE BRIDGE AND INTO THE BAY.

LOCAL SAILBOATS GREETED THE USS INDEPENDENCE AS ON-LOOKERS ADMIRE NAVY VESSELS AND SAN FRANCISCO'S GORGEOUS SKYLINE.

WITH THEIR PLUMES OF SMOKE IMPRINTED IN THE SKY, BLUE ANGELS PERFORM HAIR-RAISING MANEUVERS, DAZZLING THE CROWD DOWN BELOW WHO TURN OUT IN GREAT NUMBERS WHENEVER THE ANGELS FLY INTO TOWN.

With Blue Angels a-blazing, Navy ships in majestic formation and white-capped sailors in full salute, Fleet Week returned to San Francisco for the ninth year to celebrate its birthday—all 214 of them.

What you can't see in these photos is the $3.2 billion the Navy spends in the Bay Area, the 30,000 civilians employed, the 14,000 military personnel onshore, the additional 17,000 aboard the 22 ships homeported in the Bay Area, the total payroll of $1.3 billion a year. Apparent to all was the pride of the Navy and civilians alike, as both basked in the warmth of the blue San Francisco sky that was the backdrop for the Navy's spectacular air and sea show.



An Open Letter to the Community: Can We Have It All?

Like the three blind men who gave wildly different descriptions of the same elephant, local citizens often have very interesting assumptions about our waterfront, in particular, the old wooden piers along the Embarcadero.

SOME THINGS WILL NEVER RETURN, LIKE THE HISTORIC CARGO SHIPS WITH BILLOWING SAILS AND THE CARGO-HANDLING USE OF OUR OLD FINGER PIERS.

Why don't ships berth there anymore? Where is all the cargo activity and where are the longshoremen? Why don't we do something with those old dilapidated piers? As Executive Director of the Port of San Francisco, I hear these questions everyday and am heartened by the concern and enthusiasm local residents show for our waterfront.

It's absolutely understandable that there be confusion about the role and activities of the Port. After all, our cargo-handling facilities are concentrated in a relatively out-of-sight, southeastern part of the city where large container terminals, huge cranes and acres of storage space could be found. Add to that the revolutionary changes in the maritime industry, the shift in world trade patterns affecting shipping routes, the subsequent adaptations of ports nationwide to provide state-of-the-art facilities, and you have all the ingredients for ripe public confusion. An intelligent, sophisticated citizenry deserves to know the hard facts about our Port. Since I now sit in the driver's seat, let me take the first try.

Fact One: The finger docks up and down the central waterfront were built for a different time and for a different use. Specifically, they were constructed after the Gold Rush days to accommodate the cargo ships bringing supplies to the burgeoning city by the bay. It took lots of longshoremen to carry the bags and boxes from the wooden ships; sheds were built on the finger piers for storage. This was Barbary Coast time, a tumultuous period of unbridled growth until someone, finally, threw up large bulkhead buildings to shield the local folks from the noise and chaos along the waterfront.

Now, almost 150 years later, the San Francisco Bay Area has grown into the fourth largest metropolitan area in the U.S. with an enviable, affluent population to match. Bulk cargo has largely been replaced with huge metal containers. Port officials in the '70s moved cargo handling facilities away from the central waterfront to the industrial area between China and India Basin. The result has been two rapid, efficient shipping/container terminals that allow many ships to unload simultaneously in a concentrated land mass, effectively rendering obsolete the many scattered finger piers that painstakingly unloaded one ship at a time. The Port's 7-1/2 miles of waterfront evolved into commercial uses on the north (Fisherman's Wharf, Pier 39) and industrial maritime use on the south (ship repair, dry dock, cargo/rail facilities).

It's what's in between the north and south ends of the bay that sparks the liveliest debate. The old finger piers of yesteryear continue their tenuous existance on the bay, their wood pilings slowly rot away, their cargo-handling days forever gone. Since they can't accommodate the new wide-hulled, deep draft ships holding thou-

sands of containers, and they're incapable of supporting any structures, what can we do with the old finger piers?

Fact Two: We can't just do whatever we want to those piers. When the State of California passed Port property to the city of San Francisco in 1968 under the Burton Act, the city was entrusted with 7-1/2 miles of probably the most spectacular waterfront real estate in the country. This gift was not free; the land came with a mandate. The mandate was to "further commerce, navigation and fisheries" and primarily allowed development on Port land for maritime related purposes or public access. To further the mandate, the State Lands Commission allowed "revenue producing, bay-oriented, commercial recreational facilities" such as restaurants, hotels and specialty shops. The Commission has ruled out housing as a legitimate trust use.

The maritime sector—cargo handling, ship repair, fishing, and passenger vessels—contributes almost 35 percent to the Port's $34 million annual revenues. The Port's emphasis on cargo activities is evidenced by its investment in shipping facilities which include rail and truck connections, along with a proposed train/tunnel project to clear double-stack containers through town. Ship repair, once the largest employer of blue-collar workers in San Francisco, is still a vital industry of the Port although most ship repair business is contingent on Navy vessels. Fisherman's Wharf, the largest seafood distribution center on the west coast, could be the country's premiere seafood center if funding is obtained to create a new fishing harbor, seafood inspection, fish handling and processing center, all of which is a priority of the present administration.

Notwithstanding the Port's priority to maritime operations, the commercial operations of the Port must not be overlooked. The Port may be a public agency but it is organized and runs as a business. We are self-sufficient. The Port receives no local tax dollars and the revenue it generates goes towards operating costs and trust purposes. Consequently I have the responsibility to ensure the continued financial health of the port while providing public benefits to the community. Everyone loves open space areas such as the waterfront promenade and the Fishing and Recreation Pier under construction at Pier 7. These projects yield no financial return but are important because of the substantial public enjoyment offerred to the community. But at the end of the day, someone must pay the bill.

Sometimes, it's a big bill for the Port to pay. Consider that construction of the waterfront promenade on the Embarcadero cost about $5 million; pier demolition and disposal of a single pier costs $4 million; pier reconstruction costs $6 million, repair costs to keep a pier standing in the bay can amount to over $1 million a year. The recent earthquake shook Port land to its very foundations and dealt us a severe financial blow. At last count, damage estimates hovered in the $61 million range and the costs continue to soar.

John Adams once urged his sons to study "mathematics, philosophy . . . and commerce . . . in order to give their children a right to study painting, poetry . .. and music . . ." That pretty much sums up the role of commercial enterprises on Port property. Whenever a parcel of land is not suitable for traditional maritime use, it must pass the trust test of furthering commerce, navigation and fisheries. The fact is that the Port's two major container terminals, operating at 75% capacity, have plenty of room already reserved for expansion with negotiations underway to acquire more back-up land in the vicinity. That leaves the Port plenty of room for commercial enterprises which effectively subsidize much of the maritime and public access activities on our waterfront. Fisherman's Wharf, Pier 39, the Ferry Building—not just tourist haunts, these businesses contribute almost $16.5 million annually to the Port, about half of the Port's total revenues.

Wouldn't you like to see more spaces on our Bay reserved for family and recreational use? Doesn't it make sense to plan our waterfront for optimum citizen use by removing obsolete, condemned structures requiring expensive maintenance, and replace them with family, public access projects complete with private funding package? We at the Port will seriously tackle these questions in the immediate future as our strategic planning process gets underway. Whatever the outcome of that plan, I feel it important for the public to understand the parameters under which the Port must operate... the trust purposes, maritime priorities, economics of pier management, the value and expense of public access. San Francisco has grown tremendously since the Gold Rush days and the shipping heyday evocative of our wooden piers. Some things will never return, like the historic cargo ships with billowing sails and the cargo-handling use of our old finger piers. But, with long-term planning and strategic management, we can guide the Port on a renewed vision that serves the needs of all San Franciscans.

- Michael P. Huerta

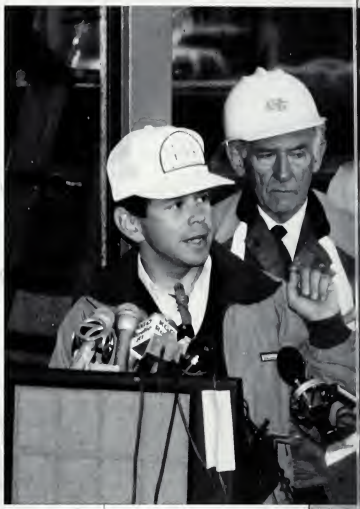
Earthquakes

Upper Left: DAMAGE TO PORT PROPERTY HOVERS IN THE SIXTY MILLION DOLLAR RANGE COVERING THE PORT'S 7.5 MILE WATERFRONT.

A lot can happen in fifteen seconds. One moment a 400,000 pound crane sits securely in its tracks; one big jolt later that same gigantic crane skips clear out of its tracks and lands inches away.

Getting it back on track was no easy feat but Port Maintenance crews succeeded in a matter of hours, allowing shipping operations to continue as usual. Similar efforts were conducted throughout the Port of San Francisco where determination and ingenuity paved the way to the Port's fast road to recovery.

On these pages is a visual testament of the monumental effort by Port staff to overcome the damage left by the 7.1 shake. The repair bill totals about $60 million with most damage occurring to the fish handling center on Pier 45 (relocation offers to other Port piers were made to all affected tenants), the old brick Agriculture Building which housed offices, and pavement, pilings and concrete structures along the Port's 7.5 miles of waterfront property. Like the flagpole atop the Port's Ferry Building, we may have been slightly bent from that October 17 quake, but we are far from broken.



ALL EYES FOCUSED ON PORT DIRECTOR MIKE HUERTA AS THE PORT LEAD THE EFFORT TO BUILD FERRY LANDINGS ON SAN FRANCISCO'S SHORES. CLOSURE OF THE BAY BRIDGE FORCED COMMUTERS TO EXPERIMENT WITH ALTERNATIVE TRANSPORTATION, AND FERRY RIDERSHIP INCREASED OVER THREE-FOLD WITH THE CREATION OF NEW FERRY SERVICE TO THE EAST AND SOUTH BAY.

A NEWSPAPER AD RAN THE FOLLOWING WEEK AFTER THE QUAKE TO ANNOUNCE THE NORMAL RESUMPTION OF PORT ACTIVITIES.

Don't Stop Us.

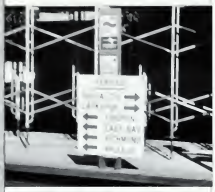
Photo: Bob Colin, Caltrans

THE OLD FERRY BUILDING CONTINUES TO TAKE THEM ON... A SCENE FROM 1906 AFTER THE 45 SECOND SHAKE WHICH REGISTERED UNOFFICIALLY AT 8.3, LEAVING MUCH OF THE CITY IN RUINS EXCEPT FOR OUR FERRY BUILDING. THE BELOVED LANDMARK SURVIVED THE 1989 QUAKE WITH THE MOST VISIBLE DAMAGE TO THE FLAGPOLE. A MARINE HELICOPTER LENDS A HAND IN REMOVING THE FLAGPOLE, CURRENTLY UNDER REPAIR.

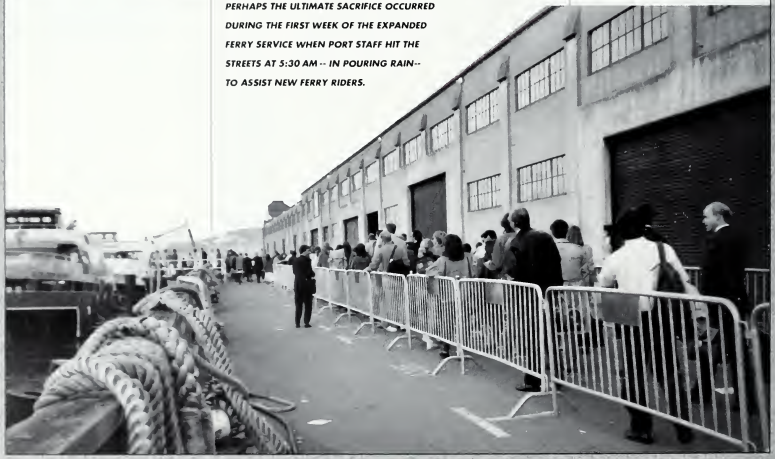
Photo: Oakland History Room
Oakland Public Room

MAINTENANCE CREWS AND ENGINEERING STAFF TOGETHER WORKED ROUND-THE-CLOCK TO RESTORE UTILITIES FOR PORT TENANTS. PICTURED HERE ARE ACTING CHIEF HARBOR ENGINEER CLIFF JARRARD WITH PORT ENGINEERS AS THEY STRATEGIZE ON THE RECOVERY EFFORTS OF THE DAY. "DUKE" EDWARDS LED THE TREMENDOUS EFFORT BY THE PORT'S MAINTENANCE DEPARTMENT.

THE MARITIME DEPARTMENT MOVED SWIFTLY ON ALL FRONTS TO ASSUAGE ANY FEARS FROM OUR SHIPPING CLIENTS ABOUT CARGO-HANDLING CAPABILITIES. AN EMERGENCY CUSTOMS STATION WAS SET-UP AT PIER 50 SO INSPECTIONS COULD CONTINUE WITH MINIMAL DELAY TO SHIPPERS. ALTERNATIVE TRUCK ROUTES WERE IDENTIFIED WITH NEW SIGNS POSTED TO DIRECT TRAFFIC TO PORT FACILITIES.



OVERNIGHT METAMORPHOSIS FROM PARKING LOT TO FERRY TERMINAL. TO ACCOMMODATE THE EXPANDED FERRY RUNS, NEW SERVICE ROUTES AND INCREASED RIDERSHIP, PORT STAFF HAD TO CLEAR SPACE FOR PASSENGER LINES, BUILD BARRICADES AND QUEING AREAS, STRING LIGHTS AND POST SIGNS, ERECT TICKET BOOTHS, PUBLIC PHONES AND PORTABLE RESTROOMS, DIRECT PEDESTRIAN TRAFFIC UNDER THE FREEWAY AND ONTO PUBLIC TRANSPORTATION. PERHAPS THE ULTIMATE SACRIFICE OCCURRED DURING THE FIRST WEEK OF THE EXPANDED FERRY SERVICE WHEN PORT STAFF HIT THE STREETS AT 5:30 AM -- IN POURING RAIN-- TO ASSIST NEW FERRY RIDERS.



When the Earth Stood Still.

Photo: Joe Adams

Two Weeks Before the Quake: the Port's Annual Picnic

There we were on Paradise Cove... a wedding to the left of our site, a fishing harbor and sandy beach down below and surrounding us were the fluid sounds of a Jamaican steel drum band. It could easily have been paradise on earth when more than a hundred Port employees and their families landed in Marin County for an annual day of frolicking in the sun, shedding business attire and professional airs. The only competition that day occurred on the volleyball court, the "liars" dice game, the kiddie romps and the lunch table where the race was on to eat the most and sample the best.

The "first dance" goes to Commissioner James Bouskos who provided the sizzling band for some dancing in the sun. Renee Jones and her "party machine" pulled off yet another memorable event and not even the Park Ranger could dampen our fun-filled day. Thanks to our Director for footing the cost of the picnic site, the Managers who all chipped in for the food and drinks, everyone who showed up without getting lost, those who brought along their better halves and significant others... and aren't Port kiddies just the most adorable in the world?

Two Weeks After the Quake: Halloween.

Pictured below, Elizabeth Day and Tom Gross prove our priorities are back in order...

PORT OF SAN FRANCISCO
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528

Pier 80 Container Terminal, South
Operated by Consolidated Terminals of America
[illegible] (cargo)
Dock length: 1[illegible], depth 40
[illegible] 8[illegible]
[illegible] 8[illegible] adjacent to pier
Services: water, lights, phone, tax

Pier 92
Berth Number: 16th [illegible]
Under Construction and Completion Scheduled
Building (?)
[illegible] (cargo)
Dock length: 14', depth 35
[illegible]
Services: water, lights, tax

Pier 80, SF Container Terminal, North
Operated by California Stevedore and Ballast
[illegible] and face: 1,296', south face: 1,158'
[illegible] 2,667'
Dock length: 14', depth 40
[illegible] 40 feet, Hoist: 40 ton, Container: [illegible]
[illegible]
Cargo on pier: 8,[illegible] adjacent to pier
Services: water, lights, trucking, tax, phone

Pier 70 (Ro Ro)
Automotive
Operated by Fred F. Newman Co.
[illegible] berth: 726 (pier)
Dock length: 14', depth 40
Services: water, lights, tax

Pier 50, Mission Rock Terminal
Breakbulk, ship repair
[illegible] berths: north face: 1,480 (cargo); [illegible] face: 1,440; south face, 1,100 and 582' [illegible] (ship repair)
Dock height: 14', depth 35
Rail service and customs examining station
Services: water, lights, tax, phone
INS Customs Examination Station

Pier 48A/B, Newsprint Terminal
Operated by Foreo Terminals
[illegible] berths: east face: 371; north face, 610; south face 636
Dock height: 14.5', depth 35
Rail service
Services: water, lights, tax, phone

Pier 35, Passenger Terminal
Operated by California Stevedore & Ballast.
[illegible] berths: north face: 845'; south face, 1053.
Dock height: 14', depth 38
Facilities: passenger lounge
Services: water, lights, tax, phone

Piers 27-29
General cargo, newsprint
Operated by Marine Terminals Corp
[illegible] berths: north face "50'; south face, 1,340'
Dock height: 14', depth 38
Rail service
Services: water, lights, tax, phone.

Piers 15-17, Cotton Terminal
Operated by Parker Warehouse
[illegible] berths: east face, 490; south face, 800; north face, 300
Dock height: 14', depth 35
Rail service.
Services: water, lights, tax, phone

Pier 19-23: Foreign Trade Zone #3
Operated by Foreign Trade Services
Storage: 240,000 sq. ft. of covered space plus 40,000 sq. ft. of open space.
Customs bonded public warehouse space and office and display space

SF
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#45
JUL/AUG
c.2 1990

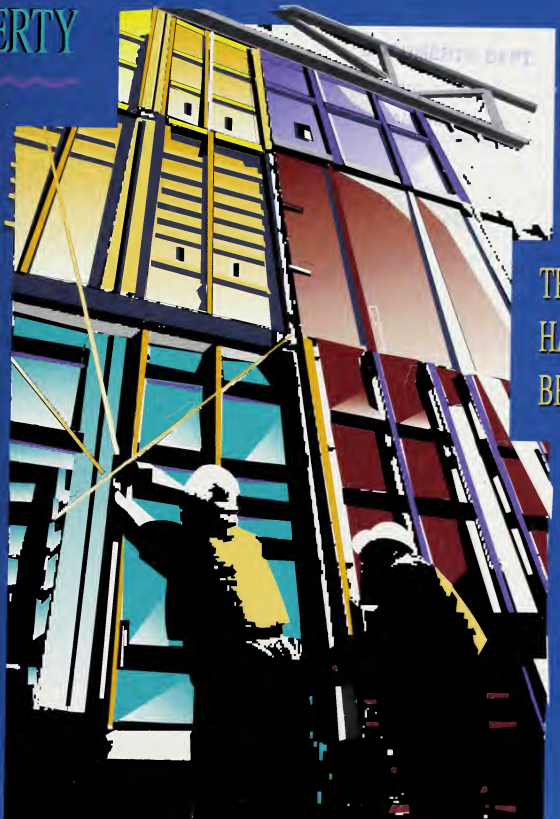
THE PORT OF SAN FRANCISCO

WHARFSIDE

July/August 1990

FILMING

ON PORT PROPERTY



TRIBUTE TO HARRY BRIDGES

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Since the legendary days of the Barbary Coast, San Francisco's waterfront has always been known for its vibrancy. Our seven-and-a-half mile stretch of Port lands include working container yards, recreational piers, general bulk terminals, tourist attractions, fishing centers. On any given day at the waterfront, you will find dock workers sitting next to financial types, local strollers mingling with out-of-town families...perhaps all spending the day along the Port's Waterfront Promenade with one thing in mind—watching the ships on San Francisco's Bay. ■

We've had a lot of ships lately. Tall ships, historic ships, new container ships, even speedboats. The Spanish tall ship, Juan Sebastian de Elcano, drew thousands of visitors to Pier 35 to marvel at its full sails and exquisite craftsmanship. The Bay Area celebrated the U. S. Coast Guard's 200th birthday by hosting a variety of foreign ships, including the Soviet icebreaker VOLGA. Japan's Kanrin Maru, an elegant replica of the pioneer Japanese vessel to make a diplomatic tour to America, entertained the same visitors who came to the shoreline to watch the launching of a unique powerboat racing event, the Samsonite/Revlon Battle on the Seas. Don Johnson competed in the speedboat races of up to 145 miles per hour, and he and his wife Melanie Griffith participated in the charity fundraiser for Californians for Missing Children at the Port's Pier 35. San Francisco's waterfront and Hollywood are closely allied, as you'll find in the story about filming on port property. ■ We welcome Mervyn's back to the Port of San Francisco as their new container unloading center opens in Hayward, shifting containers from Southern California to the Bay Area. The Port took a strategic step forward with the issuance of a new Mission and Goals—the first in 127 years of Port history—and completion of its Strategic Plan. ■ Finally, we close the issue with a tribute to the man who "started" a San Francisco legend—labor leader Harry Bridges. James Herman, President of the Port Commission and the ILWU, reflects on Mr. Bridges and the maritime legacy he left for ILWU members today.

Editor: Wendy Ho Iwata.

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EXECUTIVE

DIRECTOR'S REPORT

MICHAEL P. HUERTA
EXECUTIVE DIRECTOR

I recently returned from a marketing trip to Asia. It is always interesting to me to see firsthand the tremendous growth and change that is sweeping across the Asian continent.

And there is universal interest in doing business with the United States. The continued growth and development of many of the economies of Asia is premised in large part on continued free access to the U.S. market.

Asian producers of manufactured goods and consumers of U.S. exports have many choices on how to transport goods. The choice of the port is one of the decisions that will be made. The San Francisco Bay Area offers several advantages to shippers. First, our region is a day closer to Asia than the ports of Southern California and our rail service makes us an excellent gateway to the rest of the country. Goods can reach their destination in less time which offers cost savings to businesses. Second, we also boast a large and affluent local market. In fact, the majority of goods shipped through Bay Area ports is destined for our region. Shipping lines and their customers weigh both of these factors when deciding how to route their products. Our job is to operate an efficient cargo handling facility and to ensure that the users of the Port are well acquainted with the competitive advantages of our region.

Our recent marketing trip and promotional efforts are all consistent with the Port's new strategic plan, a major initiative of which is to improve San Francisco's position as an aggressive container port on the west coast. Toward that end, we'll continue to make improvements to our marine terminals and intermodal network; develop marketing strategies promoting the Port's natural deep-water access, ICTF and new rail access upon completion of the tunnel clearance project. There's a new direction at the Port of San Francisco, and the excitement is palpable to all of us.

CREDITS

If you wish your name to b
added to our mailing list,
please contact:

Wharfside
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Michael P. Huerta
Executive Director

Port Commissioners:
James R. Herman,
President
James Bouskos,
Vice-President
Douglas F. Wong
Dr. Arthur H. Coleman
Anne. W. Halsted

Editor:
Wendy Ho Iwata

Design:
Yamaguma & Associates

Contributing Writers:
Don Shoecraft
Ellen Gonzalez Chaphin

Assisted by:
Government and Public
Affairs Department

WHARFSIDE is publishe
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San Francisco

Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3.9.4 Building, 4th floor
9-4 Nihonbashi Honcho
3-Chrome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-908-1804
Telex: USA 7698202 SRCTYO UC
FAX: 03-908-1800

TAIWAN

Grand World Shipping Agencies, Ltd.
Asia Enterprise Center
602 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANAGEN

US MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite L-2
Chicago, IL 60656
Telex: 910 2530336
FAX: (312) 992-1225

OCEAN

MERVYN'S COMES

HOME TO S.F. PORT

From the day in 1949, when Mervin G. Morris opened his first San Lorenzo dry goods store, to this, when Mervyn's 221 stores in 15 states ranks it at the top of national retailers' lists, one thing has remained constant: the San Francisco Bay Area has been Mervyn's home base.

Growth transformed the soft retailer many times over the intervening years. Stock acquisitions brought it into the Dayton Hudson corporate fold. Far-flung stores created a wide-spread distribution network. Its billions of dollars in sales gave it economic clout on the global scale.

But Mervyn's has remained a company with a Bay Area history and—with corporate headquarters in Hayward only a short way down the road from Mervin Morris's original location—a Bay Area heart.

You do not, however, become the nation's largest retailer of wearing apparel and soft goods by letting the heart rule the head.

It made internal business sense for the company to move its seagoing import facility from the Bay Area to Southern California three years ago to serve its Ontario container unloading center.

The hiatus, happily, was brief.

Mervyn's has returned to the Port of San Francisco.

In May, Evergreen began off-loading the first of approximately 1,000 containers to be shifted to the Port from Southern California this year.

"You have to look at everything with a business sense to judge what is the right thing," Mary Jo Carroll, Manager, Imports, of the 221-store retailer said.

The shift of container cargo from Southern California to San Francisco actually is part of what a big-league basketball manager might describe as a "triple switch".

Mervyn's has opened a new, state-of-the-art distribution center in Fremont—the first switch—thus releasing the 15 year-old former distribution center in Hayward for conversion to a container facility—the second switch.

Containers now will be broken in Hayward for dispersal to the company's new galaxy of four distribution centers, one each in Fremont and Ontario, California, in Plano, Texas and in Salt Lake City, Utah.

Consequently, it's now economically attractive for the company to make the third switch and bring its container business back to Northern California.

"It worked out, business-wise," Carroll said, "that we had this facility right now that will fit our need, and we had a port in the backyard that would fit its need.

"Certainly, moving the whole process back to this area is just easier to manage, logistically.

"It's just nice to have it in the community in which you live—that's the icing on the cake. The cake is to have it here; the icing is to have it be your own home port.

"I think that it's a real positive situation where you can't go wrong."

There are spin-off effects that also will benefit San Francisco firms serving Mervyn's diverse importing needs.

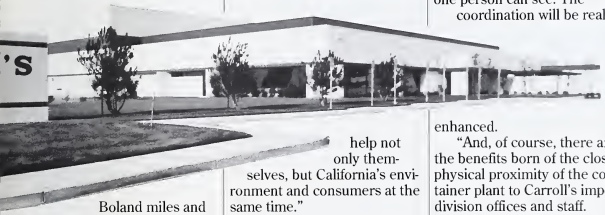
San Francisco's Boland Trucking will see additional business transporting the 40-foot containers to and from

Center photo: Mervyn's new distribution center in Fremont where Evergreen containers from the Port of San Francisco are unloaded. Upper right photo: Mary Jo Carroll, at right (Mervyn's Manager, Imports) and Samuel Lin, center (Evergreen) take a break from one of their many logistics meetings.

"...You're moving cargo faster, getting here faster; therefore you're able to process it quicker."
—Mary Jo Carroll on the benefits of shipping through S.F. Port.

the Port to Hayward. Mervyn's long-standing relationship with San Francisco customs broker Fritz Companies, Inc. continues, but the broker no longer needs to deal at long distance with the cargo.

It was land travel—not ocean transit—that figured significantly in Mervyn's decision to move containers through the Port of San Francisco instead of Southern California. Shipping through here will save Mervyn's and



Boland miles and hours of freeway travel previously spent trucking containers from the coast inland 60 miles to Ontario.

"There have been days," Carroll said, "when it took two hours, if not longer, to get that container to the Ontario distribution center. That means the trucker has to turn around and go another two hours back to the port to get a container.

"He would average maybe two containers a day, one in the morning and one in the afternoon, where the port here in San Francisco is 45 minutes from Hayward down Highway 101 and across 92. The trucker easily has the ability to double that—instead of two a day, it could be four a day.

"Again, you're moving cargo faster, getting here faster; therefore you are able to process it quicker."

John Neudecker, the port's Manager of Trade Development, said, "Using Bay Area ports to serve the Bay Area market makes perfect sense. Mervyn's will eliminate thousands of miles of unnecessary trucking over the state's highways. By following their example, other importers can help not only themselves, but California's environment and consumers at the same time."

Neudecker said he was pleased with the potential of the new arrangement to bolster satellite support services which depend on the cargo business.

As for Carroll, a veteran Mervyn's employee of 15 years—9 years in the import office—the move presents greater opportunity to get her own staff involved in the process. "We have no import office in Los Angeles, and everything we do in that area was controlled through my office here. I was the only focal point and went down to LA once a month to visit the U.S. Customs Service, my warehouse and sometimes my consolidator.

"Up here, I have the option of expanding some of that responsibility to my staff, which gives them the opportunity to be a little more involved in the process.

"It also gives them a chance to make it more stream-lined than I could—they will see more things than one person can see. The coordination will be really enhanced.

"And, of course, there are the benefits born of the close physical proximity of the container plant to Carroll's import division offices and staff.

"We will be able to walk across the parking lot and look at the cartons," she said. "Before, we had to depend a lot on asking, 'what does it look like?'"

Mervyn's import business represents approximately 10% of the retailer's volume. Carroll has seen the division expand beyond relatively few source countries in the Orient-Korea, Hong Kong and Taiwan—to a much broader and wider scale.

"Now we talk about Mauritius, Madagascar and Brunei—all sorts of diverse places in the world," she said.

The clothing and soft goods handled in Hayward come primarily from the Orient via one of Evergreen's established shipping "circles" of pacific ports of call.

An intricate, closely-timed system collects the manufactured wares at dockside "go downs" in the originating country—typically as little as two days before shipping—containerizes them and boards them on Evergreen vessels bound for the West coast.

Immediately after its release by U.S. Customs—a process which can take from two to four days after off-loading at the Port of San Francisco—the cargo is on its way via Boland trucks to Hayward.

Within 24 hours, the sorted shipment is on its way to Mervyn's distribution centers.

Following the inevitable shake-down period, Carroll, on whose shoulders the responsibility for coordinating this involved process rests, is convinced that shipping through the Port of San Francisco will be "much easier on all of us."

"We're really excited about this," she concluded.

"Midnight Caller" (bottom left) and "Wolf" (opposite) productions pumped an estimated $16 million into the city's economy during the recent season. Opposite page, right photo: The original "D.O.A." made in 1949 stars Edmond O'Brien who wanders around San Francisco's waterfront trying to find out who has poisoned him (photo: S.F. Public Library). Opposite page, left photo: Clark Gable and Jeannette MacDonald in "San Francisco" which showed footage of the Bay and Golden Gate bridges in mid-construction (photo: S.F. Public Library).

WATERFRONT IS A REEL STAR

(continued from page 6)

total of $102,000 per business day and purchased more than 70,000 doughnuts per season for cast and crew.

A sample of their expenditures includes $2,725 per day on catering for casts and crews, $768 per day on gasoline, $1,350 per day in local hardware stores for lumber and building supplies, $2,855 per day on car rentals, and $8,000 per week for hotel rooms.

Multiply these recent expenditures to the dozens of films made in San Francisco since the invention of moving pictures and the economic picture becomes vivid. What's also important are some intangible benefits. According to San Francisco Mayor Art Agnos, "When the beauty of our city and its waterfront is portrayed worldwide in film, video and TV, it provides incredible exposure for promotion of tourism and business."

To underscore that point, Mayor Agnos recently formed the Film and Video Arts Commission. The 11-member commission's job is to bring more film productions to the San Francisco area and it has just installed a hotline that gives updates of current productions.

Robin Eickman, Executive Director of the Film Commission, says it's not just revenues to the city coffers that's significant but the employment, hotel taxes, increased business at the local cleaners, lumber store and restaurants that mean so much to this city. "I remember one episode of 'Wolf' which required a pool of dead fish. The production company just went to a local fishery and bought $3,000 worth of fish—you can imagine how happy the local fishermen were." The economic ripple doesn't stop there. An increase in hotel revenues means more money to the hotel tax fund which helps fund grants and arts programs in San Francisco.

MADE IN S.F.

"I think the waterfront is a natural backdrop for that shadowy genre of gloom and doom known as film noir," says local Hollywood historian and KNBR radio talk show host Jan Wahl, who easily rattles off almost a dozen made-in-San-Francisco films to illustrate her point. "Moran of the Lady Letty," a 1922 film that was Rudolph Valentino's first picture after "The Sheik," was shot on San Francisco docks.

Other notable films that co-star San Francisco include "Dark Passage," the1947 Humphrey Bogart and Lauren Bacall film; the original "D.O.A.," made in 1949, in which Edmond O'Brien wanders around San Francisco's waterfront trying to find out who has poisoned him; and, of course, "San Francisco," the 1936 classic featuring footage of the Ferry Building and the Bay and Golden Gate bridges, which were in mid-construction at the time. A close look reveals the Golden Gate without a roadway.

The Embarcadero was used as background in "The Lady from Shanghai," a 1948 film starring Rita Hayworth and Orson Welles.

By 1968 San Francisco stepped boldly out of the shadows to share star billing in "Bullitt" with Steve McQueen, whose infamous San Francisco car chase spawned a series of imitators.

Four years, and countless number of San Francisco copy-cat chase scenes later, a Volkswagen took a long walk off a short pier in "What's Up Doc," starring Barbra Streisand and Ryan O'Neal.

The emphasis shifted back to the streets of San Francisco when the television series by that name came to town in 1971 and stayed five years.

PORT'S ROLE

Dorothy Schimke, Property Manager at the Port of San Francisco, says the Port frequently plays a supporting role in all local productions, regardless of whether port property (which includes all the restaurants, bars, piers and bridges bordering the 7 1/2 miles of waterfront from Fisherman's Wharf, China Basin and India Basin to Hunter's Point) is selected as a location site.

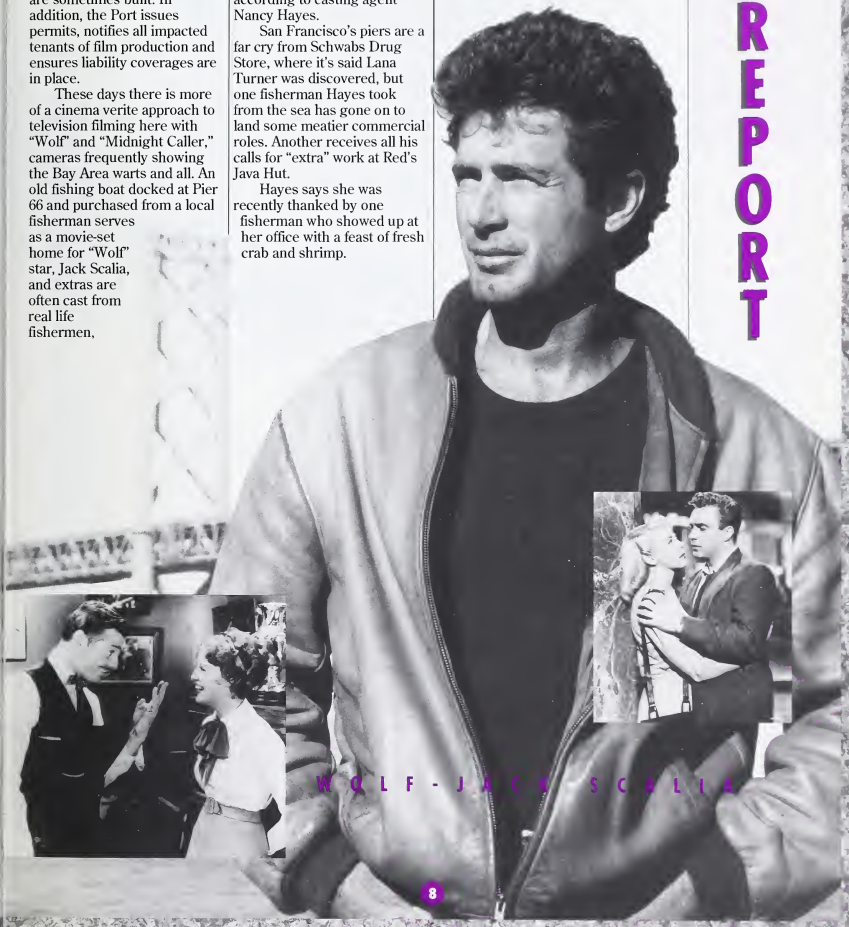
Enormous production company trailers and vans rent staging space from the Port at Piers 26 and 28 where equipment is stored and sets

are sometimes built. In addition, the Port issues permits, notifies all impacted tenants of film production and ensures liability coverages are in place.

These days there is more of a cinema verite approach to television filming here with "Wolf" and "Midnight Caller," cameras frequently showing the Bay Area warts and all. An old fishing boat docked at Pier 66 and purchased from a local fisherman serves as a movie-set home for "Wolf" star, Jack Scalia, and extras are often cast from real life fishermen, according to casting agent Nancy Hayes.

San Francisco's piers are a far cry from Schwabs Drug Store, where it's said Lana Turner was discovered, but one fisherman Hayes took from the sea has gone on to land some meatier commercial roles. Another receives all his calls for "extra" work at Red's Java Hut.

Hayes says she was recently thanked by one fisherman who showed up at her office with a feast of fresh crab and shrimp.



WOLF - JACK SCALIA

Making the Grade: Port Staff reviews its "report card" given by the many Focus Groups assembled for the Strategic Plan study (photo below).

THE PORT'S

STRATEGIC PLAN

The Port of San Francisco's new Mission, Goals and Initiatives were unveiled recently in special presentations before staff, press, focus groups and civic organizations.

The Port's Strategic Plan, developed by the Port with the assistance of local firm Cresap Management Consultants, is the culmination of a $200,000 study that included over 160 interviews (56 focus group members and 106 individual interviews) and almost 160 opinion surveys. After the compilation of data, surveys and market trends, Port Senior Staff clustered at a local retreat and hammered out the new Mission, Goals and Initiatives that will guide the Port into the future.

Now the hard part begins as Port staff, under Michael Huerta's direction, actively implement the work plans established through the initiative task forces.

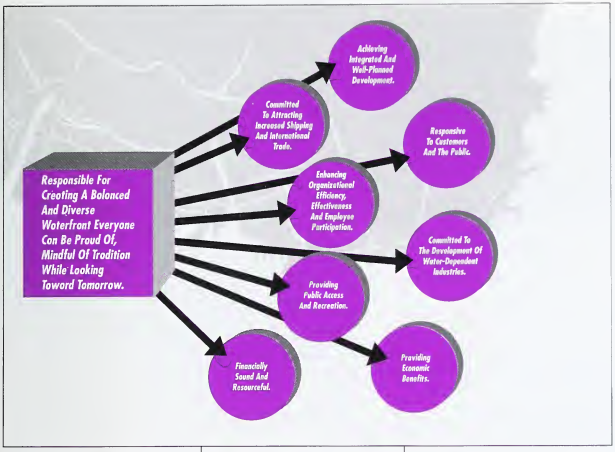
Strategic Plan's History

Although ports have been in business for a long time—127 years for our port—it wasn't until the mid-1980's that U.S. ports followed the lead of other industries and prepared strategic plans. A strategic plan is a management tool that sharpens the Port's focus and sets direction. It is not a land-use plan, nor a financial audit, nor a reorganization exercise. A strategic plan is a means to optimize assets based on detailed market analysis of the Port's business environment, and offers a competitive advantage to the Port.

In 1988, the San Francisco Port Commission responded to community concerns for a strategic plan for the Port. A $200,000 contract for consultants chosen through the competitive bidding process was subsequently approved by the Mayor and Board of Supervisors. Cresap Management Consultants, a local firm who had previously done strategic planning for Ports of South Carolina, Baltimore and New York/New Jersey, was selected in August 1989. Their task was to provide a straight-forward, unbiased, "outsiders" view of the Port's present situation and provide guidance (based on raw market data and international business trends) about its future direction. Cresap was given a "scope of services" for the Port's Strategic Plan which was developed by Port staff with input from a 16-member Task Force of community representatives, tenant groups and waterfront users.

Hard Look

Phase 1 of the Strategic Plan—which began in October 1989 and ended in March 1990—included a hard look at the maritime business climate and Port's overall environment. This phase ended with Port staff developing a Mission and Goals statement, a first in the Port's history. Task forces led by Port senior management staff were subsequently set up to implement the eight initiatives of the new Mission and Goals.



To accomplish Phase I of the Strategic Plan, Cresap was asked to identify, gather and assess existing data including past studies, tours of all facilities, and opinion surveys of 157 people. In addition, two rounds of focus groups totalling 56 people (Port tenants, customers, community and business groups) participated in candid observations about the Port's present and future direction; 106 individual interviews were conducted with local public officials, regulatory bodies, and all levels of Port staff.

New Mission

The result of Phase I was the creation of the Port's new mission: "Responsible for creating a balanced and diverse waterfront everyone can be proud of, mindful of tradition while looking toward tomorrow." Eight goals were incorporated as part of that mission statement and covers the Port's commitment to shipping, well-planned development, organizational efficiency and employee participation, customers and the public, public access, water-dependent industries, finance and economic benefits. Phase II will see the implementation of the new Mission and Goals through the instituting of task forces for each of eight initiatives.

Initiatives

It's in the implementation of the new initiatives that Port staff will have "hands-on" involvement. Eight task forces, each operating under one team leader and composed of staff from all levels, have developed specific work plans, budgets and completion dates. For example, the Service Task Force—whose initiative is to "establish a service orientation toward the Port's tenants and customers from all elements of Port staff"—is working hard to establish a concrete data base of objective measures of tenant perceptions. The Task Force has established that there are about 20 representative groups of Port tenants and have already conducted 11 extensive interviews of that group. Concurrently, the Task Force has devised a questionnaire designed to encourage comments which will be sent to about 540 Port tenants. The objective will be to receive responses from which concrete recommendations can be made to improve service to tenants.

"The Port's new Strategic Plan is distinguished by its new proactive mission," says Port Executive Director Michael P. Huerta. "We have consciously decided to balance the Port's diverse portfolio instead of apologizing for it. The new Strategic Plan reaffirms a lot of what we are doing but with an invigorated attitude—we may not be the biggest port, but we can strive to be the best run port."

It's in the implementation of the eight new initiatives that Port Staff will have "hands-on" involvement.

PORT TURF

SAN FRANCISCO'S FISHERMAN'S WHARF BREAKWATER RECEIVED THE AWARD OF MERIT FOR ENGINEERING IN THE U.S. ARMY CORPS OF ENGINEERS DESIGN AND ENVIRONMENTAL AWARDS COMPETITION. CHIEF HARBOR ENGINEER CLIFF JARRARD AND SENIOR CIVIL ENGINEER JOHN KELLOGG PROUDLY HOLD UP THE WOOD AND GOLD PLAQUE IN RECOGNITION OF 15 YEARS OF PROJECT DESIGN AND PLANNING. THE BREAKWATER DOES SUCH A "SUPERB" JOB OF PROTECTING FISHERMAN'S WHARF FROM THE BAY'S WAVE ACTION THAT THE PORT IS PLANNING CONSTRUCTION OF 88 NEW BERTHS FOR COMMERCIAL FISHING VESSELS, A MAJOR COMPONENT OF THE PORT'S PROPOSED SEAFOOD CENTER PROJECT.

THE COAST GUARD THREW A PARTY IN SAN FRANCISCO BAY AND THOUSANDS OF LOCAL RESIDENTS CELEBRATED THE 200TH ANNIVERSARY OF THE UNITED STATES COAST GUARD (LEFT PHOTO). FULL-DRESSED SHIPS FROM CANADA, JAPAN, MEXICO AND THE SOVIET UNION HELD OPEN HOUSE AT THE PORT'S PIER 45. THE LONGEST LINES WERE FOR THE SOVIET ICEBREAKER VOLGA, THE FIRST VISIT BY A SOVIET VESSEL SINCE WORLD WAR II.

THE PORT'S PIER 39 PLAYED HOST TO A UNIQUE AND PRESTIGIOUS POWERBOAT RACING EVENT THAT FEATURED 45 BOATS RACING AT SPEEDS UP TO 145 MILES PER HOUR. HOLLYWOOD STAR DON JOHNSON KICKED OFF THE EVENT AT A SPECIAL PRESS CONFERENCE THAT ULTIMATELY DREW THOUSANDS OF PEOPLE TO WATCH THE 154 MILE RACE AROUND THE BAY BRIDGE, ALCATRAZ AND GOLDEN GATE BRIDGE. THE UNIQUE RACE COURSE AGAINST THE BACKDROP OF SAN FRANCISCO'S FAMED WATERFRONT WAS ALSO FILMED FOR NATIONAL TELECAST ON NBC.

DON JOHNSON

JUAN SEBASTIAN DE ELCANO

ONE OF THE WORLD'S PREMIERE TALL SHIPS, THE SPANISH JUAN SEBASTIAN DE ELCANO, SAILED UNDER THE GOLDEN GATE BRIDGE AND INTO SAN FRANCISCO BAY FOR FIVE DAYS OF PUBLIC TOURS. DOCKED AT PIER 35, THE 250 FOOT WHITE-HULLED ELCANO DREW LONG LINES OF VISITORS WHO MARVELLED AT ITS FOUR TOWERING MASTS AND ELEGANT WOODWORK. THE ELCANO IS THE SPANISH NAVAL ACADEMY SAIL TRAINING SHIP. CAPTAIN PEDRO QUINONES AND HIS 350 MEMBER CREW CAME TO SAN FRANCISCO AS PART OF THE 1990 MIDSHIPMEN TRAINING CRUISE.

THE PORT RECENTLY FINALIZED TWO FIVE-YEAR MARINE TERMINAL AGREEMENTS WITH EMPRESA LINEAS MARITIMAS ARGENTINAS (ELMA - RIGHT PHOTO) AND NEDLLOYD LINES OF ROTTERDAM (BOTTOM PHOTO). THE AGREEMENTS TOOK EFFECT LATE APRIL AND MAY, AND CONTINUE THE PORT'S LONG-TERM RELATIONSHIPS WITH TWO PRESTIGIOUS SHIPPING LINES.

ELMA IS ARGENTINA'S NATIONAL SHIPPING LINE AND ITS WEST COAST SERVICE INCLUDES TRADE WITH ARGENTINA, CHILE, PERU, ECUADOR AND URUGUAY. ELMA TRANSPORTS SUCH COMMODITIES AS VEGETABLE SEEDS AND COFFEE; THE PORT OF SAN FRANCISCO IS THE WEST COAST'S PREMIERE COFFEE PORT.

NEDLLOYD'S ACTIVITIES IN SAN FRANCISCO HAVE EXPANDED IN RECENT YEARS WITH THE ADDITION OF SERVICE FROM LATIN AMERICA AND MORE EMPHASIS ON THE AUSTRALIAN MARKET IN THE AROUND-THE WORLD SERVICE. MAJOR NEDLLOYD COMMODITIES GOING THROUGH THE PORT OF SAN FRANCISCO INCLUDE AGRICULTURAL AND CONSTRUCTION MACHINERY AND COFFEE.

BOTH LINES CONTINUE TO USE SAN FRANCISCO CONTAINER TERMINAL NORTH (PIER 80) WHICH IS OPERATED BY CALIFORNIA STEVEDORE AND BALLAST COMPANY.

PORT GOLF TOURNAMENT

Another Port first was scored when our Maintenance Department sponsored—and won—the Port of San Francisco's First Annual Golf Tournament. The tournament was held at the Sharp Park Course and participants from Evergreen Marine Corporation, Service Engineering, and Southwest Marine slugged it out with Port employees and guests. Winner low gross was Charly Piazza (78); winner low net was Scott Riley. The Port would like to thank the following folks for their contribution:

Peer Inn Restaurant
The Original Alioto's Restaurant
The Bundocks Restaurant
Castagnola's Restaurant
Ferry Plaza Restaurant
Waterfront Restaurant
Sinbad's Restaurant
Scamu's Restaurant
Tarantino's Restaurant
Swiss Louis Italian Restaurant
Pompei's Grotto
Pier 80 Inn
Wishing Well Bar
Fahey's Bar
San Francisco 49ers
San Francisco Giants
Wax Museum
Ripley's Believe It or Not
Hornblower Dining Yachts
Spinnaker Sailing Rendezvous Charters
Shirts Unlimited
Fisherman's Supply
United Shell Fish Co.
Red and White Fleet
San Francisco Sausage Co.
Grow Distributors Co.
Service Engineering Co.
Southwest Marine, Inc.
Marine Terminal Corp.
Western Rim Co.
California Stevedore & Ballast Co.
Stevedoring Services of America
24 Hour Nautilus
Charly Piazza
Skip Dawson
Jim Balsham
Rick Donovan
Kathy Lewis
Roger Peters
Port of San Francisco
(Michael Huerta)

LAST LINE

TRIBUTE TO HARRY BRIDGES

by James Herman, Port Commission President and ILWU President

The death of ILWU President Emeritus Harry Bridges on March 30, 1990 is a cause of great sadness for all of us who knew him and worked with him, and whose lives were measurably improved by his struggle and accomplishments. It is a great loss to the entire maritime industry, which benefitted tremendously from the rational and humane approach to maritime labor relations with which his name is associated.

It was a life filled with painful struggles and great victories, agonizing decisions and monumental accomplishments. The achievements of Harry Bridges, and of the remarkably talented group of people who worked with him to build the ILWU are with us every day, in nearly every aspect of our lives.

In his commitment to militant, democratic trade unionism, Harry represented the best of the generation of visionaries who built the modern labor movement. He was in the forefront of social movements for equality, civil liberties and peace, and had a keen sense of the obligation of organized working people to use their strength on behalf of those less fortunate or less well-situated than themselves.

Harry spent many years sailing and longshoring out of the Port of San Francisco. Its sights and sounds were in his blood. He understood that the prosperity of the port was the bedrock of his members' well-being. As a Port Commissioner he worked hard to maintain its fundamentally maritime character, and to preserve and enhance the jobs of income it generated for the entire community.

In his memory we can do no less.

Harry Bridges

Photographs: Mark Snyder
Historic Photos Courtesy of ILWU

Faces of the modern labor movement mixed with images of the old. From heavy manual labor to state-of-the-art computerized operations, the ILWU has seen the maritime industry evolve into a complex logistics network demanding a new host of skills. Shown on these pages is a current snapshot of life on the shipping docks, a testament to the resilience and adaptability of today's ILWU.

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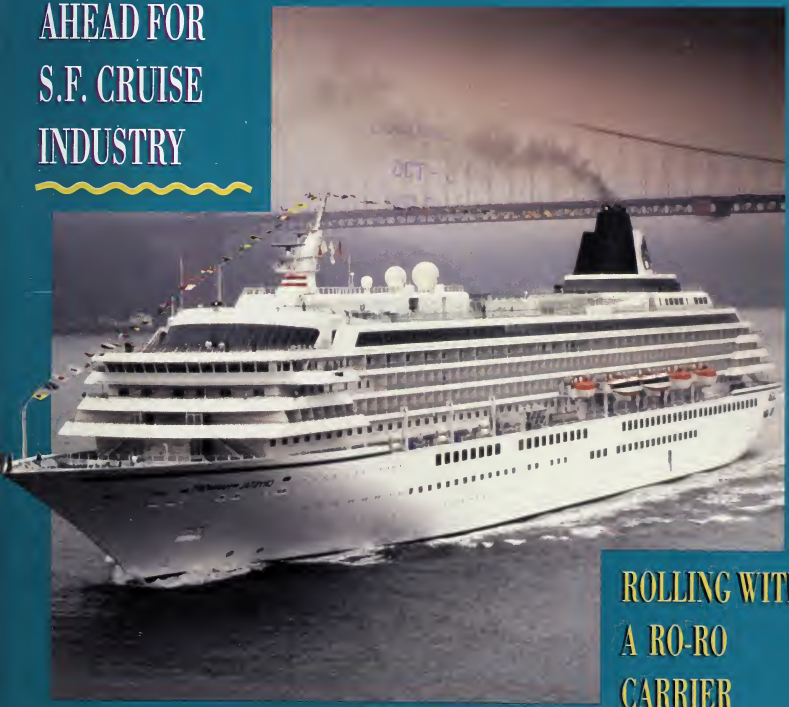
THE PORT OF SAN FRANCISCO

WHARF SIDE

September / October 1990

CRYSTAL DAYS AHEAD FOR S.F. CRUISE INDUSTRY



ROLLING WITH A RO-RO CARRIER

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Nedlloyd Centralizes U.S. West Coast Operations in San Francisco

Fishermen's Wharf

Recent Events

San Francisco's old maritime industry got a shot in the arm recently with the renewal of six shipping lines and Nedlloyd's selection of our port to be its U.S. West Coast hub for Far East and Latin American trade. The news is a bold statement of San Francisco's thriving shipping industry, a focus made sharper under the Port's recent Strategic Plan. ■ With all signals pointing full steam ahead for the maritime division, the Port has simultaneously undergone a period of analysis and self examination. Take, for instance, the Port's cruise terminal at Pier 35. For years, everyone took for granted the traffic and parking congestion that inevitably occurred whenever a ship stopped at the pier, and little was done to spruce up the old pier which was underutilized when no cruise ship was at dock. Was this the best that an international gateway city of San Francisco's stature could present? Couldn't a city which ranked among the world's favorite destinations create a vibrant focal point on the waterfront for all people to enjoy...with or without a vessel at pier? ■ Those are the kinds of questions we are asking at the Port, because a waterfront as special as ours demands contemporary answers, not romantic illusions. Because a national treasure like Fisherman's Wharf deserves to be looked at anew and given a fresh appearance (see page 13); because a new cruise terminal in an emerging neighborhood makes sense for the community and the Port (page 9); and because the Port's container terminal gates could be made so efficient and modernized they become a prototype for the rest of the nation (page 5). As with any growth and change, some growing pains may occur. We invite you to work with us...and together create a dynamic waterfront San Francisco was destined to have.

Editor: Wendy Ho Iwata

EXECUTIVE

DIRECTOR'S REPORT

MICHAEL P. HUERTA
EXECUTIVE DIRECTOR

When you think of strategy, you generally think of football games or advertising slogans. Today's ports also need to think strategically and we at the Port of San Francisco have been spending a lot of time on strategy. In the first phase of our strategic plan, we outlined ambitious goals for increasing our cargo base, providing facilities for all water-dependent industries and providing a high level of service to our customers. We also established goals for balanced and well-planned development and the financial health of the Port. Implementing these plans is where strategy enters the picture. How can we increase our cargo base when our size limits our market power? How can we make service enhancements when these cost money and there are many demands on a shrinking pool of Port resources? You can start to see the answers to these questions by looking at some of the things we have been up to in the past few months.

We recently announced that Nedlloyd Line selected San Francisco's North Container Terminal (Pier 80) to be its U.S. West Coast hub. This is part of a global restructuring of Nedlloyd's worldwide operations from a series of parallel services to a hub-and-spoke operation similar to that used by most airlines. But for a hub-and-spoke facility to work, there must be a high level of commitment to operations and service. We worked with the terminal operator, Metropolitan California Stevedore Company, and together came up with a strategy involving a major restructuring of the terminal's operations. We also used our size to our advantage. Small ports can sometimes be more responsive to the needs of their customers. We showed it would work and Nedlloyd agreed. The result is a major piece of new business for the Bay Area.

Over at South Container Terminal (Piers 94-96), we supported the efforts of Stevedoring Services of America, the terminal operator, to automate the gate complex. The Port did the major construction and SSA designed and installed the computer system. The International Longshore and Warehousemen's Union worked with SSA on operating procedures and the result is a state-of-the-art gate that we think will be one of the most advanced and productive anywhere.

At Fisherman's Wharf, we have been spending time and money on sprucing up one of California's most popular tourist attractions. In the coming months, tourists will see a cleaner and friendlier Wharf area. Hopefully, that will also improve business for the Port tenants there and the Port will share in the improvement. We think the investment will be worth it.

This is only the beginning of our new strategy. There's a lot more to come. You will be seeing and hearing about exciting new projects and many of you will be working with us closely and sharing in the results of new Port projects. We're still the old Port but with a new face. We're proud of our heritage but we're looking toward the future. I think you will all like the change.

CREDITS

If you wish your name to be added to our mailing list, please contact:

Wharfside
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Michael P. Huerta
Executive Director

Port Commissioners:
James R. Herman, President
James Bouskos, Vice-President
Douglas F. Wong
Dr. Aruthur H. Coleman
Anne. W. Halsted

Editor:
Wendy Ho Iwata

Design:
Yamaguma & Associates

Contributing Writers:
Steven Heimoff (page 6)
John Neudecker (page 5)

Assisted by:
Government and Public Affairs Department

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Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3.9.4 Building, 4th floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-808-1804
Telex: USA 7606202 BRCTYO UC
FAX: 03-808-1600

TAIWAN

Grand World Shipping Agencies, Ltd.
Asia Enterprise Center 14/F
600 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANAGEN

US MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite 107
Chicago, IL 60656
(312) 992-0709
Telex: 910 2530336
FAX: (312) 992-1225

VOTE OF CONFIDENCE

MAJOR SHIPPING LINES RENEW SF CONTRACTS

If this year of 1990 is any indication of what the decade holds for the Port of San Francisco, then the recent marine terminal renewal of six shipping lines earlier this year can only be the start of bigger and better times for this gateway city.

In renewing agreements with shipping lines whose vessels cover all world routes, the Port negotiated improved terms and better conditions than were previously entered into with all the lines. Under the new agreements, wharfage will be assessed on a per-TEU basis according to a sliding scale, a system that eases administration and facilitates long range financial planning for both the line and the Port.

"Securing the continued business and confidence of our shipping customers will allow the Port to proceed with an aggressive capital improvement plan which will enhance our position in the highly competitive container shipping market," said Port Executive Director Michael P. Huerta. As outlined in the Port's new Strategic Plan, the Port must embark on a major capital improvement program which includes new crane purchases and tunnel modification projects to speed high-cube double stack trains from Port container facilities to inland rail routes.

Over the years, Nedlloyd's ships have made many maiden calls to the San Francisco Bay Area, and the strengthened friendship between the Port and shipping line has reaped big dividends for all.

EVERGREEN:

The world's largest container shipping company and the Port's largest customer, Evergreen Marine Corporation of Taipei, Taiwan has called at the Port since 1979. With a present fleet of 66 vessels and revenues over $1.5 billion, Evergreen has become one of the fastest growing shipping lines since Chairman Y. F. Chang founded the Taiwanese company in 1968. Evergreen began West Coast service in 1976 and expects to expand its Pacific fleet. Larger vessels are also planned for the San Francisco service where Evergreen conducts trade with Japan, Hong Kong, Taiwan and other Far East ports. Evergreen calls at San Francisco South Container Terminal (Pier 96) operated by Stevedoring Services of America.

NAVICANA:

Ecuador's national flag line, Naviera Interamericana Navicana S.A. of Guayaquil, has called at San Francisco since 1982. The relationship was further strengthened in 1986 when the Ports of San Francisco and Guayaquil entered a sister-port relationship to provide mutual support and assistance in developing trade between the two ports. From San Francisco, Navicana serves Mexico, Ecuador, Peru, Bolivia and Chile, and is a major carrier of South American coffee. San Francisco is the largest coffee-importing port on the U.S. West Coast. Navicana calls at San Francisco North Container Terminal (Pier 80) operated by Metropolitan California Stevedore Co. and is represented in California by Lavino Shipping Agencies.

SPLOSNA:

Splosna Plovba of Portoroz, Yugoslavia has called at San Francisco's port for almost 30 years. One of Yugoslavia's main national shipping companies, Splosna's vessels from the U.S. West Coast trade not

only with Yugoslavia but with other major Mediterranean ports in Spain, Italy and Greece. Furniture and building materials are brought in to San Francisco and cotton, fruit and nuts are reloaded for the homebound voyages. Splosna continues to call at the South Container Terminal and is represented on the West Coast by Lavino Shipping Agencies.

"Securing the continued business and confidence of our shipping customers allow the Port to proceed with an aggressive capital improvement plan."

Bill Jetter of ELMA (left photo, center) renews Port of SF contract.

GRANCOLOMBIANA:

Flota Mercante Grancolombiana (Granco) is the national flag ship of Columbia and is also a long-time customer of the Port of San Francisco. Granco imports coffee to San Francisco and loads up on peas and beans for the homebound voyage. Granco will continue to call at the Port's South Container Terminal and its agents are Lavino Shipping Agencies.

ELMA:

Empresa Lineas Maritimas Argentinas (ELMA) is Argentina's national shipping line and its west coast service includes trade with Argentina, Chile, Peru, Ecuador and Uruguay. ELMA transports such commodities as vegetable seeds and coffee and calls at the Port's North Container Terminal.

NEDLLOYD:

One of the world's largest and most diversified transportation companies, Nedlloyd Lines of Rotterdam is also a pioneer in transshipment hub operations (see story on page 12) Nedlloyd's activities in San Francisco have expanded in recent years with the addition of service from Latin America and more emphasis on the Australian market in the Around-the-World service. Major Nedlloyd commodities going through the Port of San Francisco include agricultural and construction machinery, and coffee. Nedlloyd will continue to use San Francisco's North Container Terminal.

FIRST IMPRESSIONS

INCREASING EFFICIENCY AT THE GATES

The Port of San Francisco has put finishing touches on a two-year, $2.6 million dollar gate improvement project at San Francisco South Container Terminal (Piers 94/96).

The improvements were designed to increase efficiency at Northern California's busiest public container terminal.

A new container parking area was developed outside the terminal gates, and lighting of the adjacent roadway was improved. Power lines have been undergrounded to increase safety and improve traffic flow within the facility. New conduit systems have been installed to accommodate modern computer, communications and video equipment.

At the gate, incoming lanes have been expanded from three to eleven — eight for containers and three for bobtails. The eight container lanes pass through a new inspection canopy with four electronically served check-in booths. Exit lanes have been expanded from two to four.

New equipment pedestals have been installed at all lanes for intercom printers and video camera equipment. Provisions have also been made for future installation of Automatic Data Interchange antennae and transponders.

The improvements will enable the operator, Stevedoring Services of America, to introduce newly designed receiving and delivery systems. Procedures, introduced at South Terminal for the first time anywhere, will employ the most modern data processing systems to speed trucking through the facility. Truck drivers will be able to remain in their vehicles at all times during their transactions and most paperwork will be eliminated.

With these improvements, South Terminal joins its next door neighbor among the ranks of automated container terminals. San Francisco North Container Terminal, operated by Metropolitan California Stevedore, was modernized in1986. With both of its terminals now offering electronic truck processing systems, San Francisco has increased its total container handling capacity. This is seen as an important first step toward its strategic goal to increase container shipping at the Port.

Fully automated gates, with the newest TV, intercom and computer link-ups, provide the fastest truck processing possible.

CONTAINER TERMINAL IMPROVED!

WALLENIUS LINES

ROLLING WITH A RO-RO CARRIER

Along the world's sea lanes, the technology of man has been responsible for the largest ocean-going vessels the world has ever known.

Huge aircraft carriers and oil tankers are probably the best known, but among the most sophisticated, in both their design and operation, are the automobile cargo ships known as ro-ro, short for "roll on-roll off."

These behemoths, two football fields long and 12 stories high, are often referred to as "floating parking lots." Curiously, however, the average person knows little about them, even though the car he drives may have been launched onboard one. There are several ro-ro companies operating on an international scale, but one of the largest (and certainly best known in the Port of San Francisco) is the Wallenius Lines, a Swedish company whose agent in the City is the Fred F. Noonan Company, Inc.

The story of automobile carriers dates back to the 1950's, when Americans developed a taste for small European cars, particularly Volkswagons. Before then, there had simply been no need for dedicated vehicles to carry autos across the oceans. But all that changed in 1956, when Wallenius Lines, through the strategic vision of its founder, Olof Wallenius, signed a 5-year contract with Volkswagon to handle all of its American exports.

In order to carry this trade, Wallenius built the first of its special car carriers, the Rigoletto and Traviata (Olof Wallenius was a great opera lover). These were hardly large, by today's standards; they held a mere 290 Volkswagons. Nor were they yet totally dedicated to cars; their lower decks often held general cargo, like steel, vegetable oil, and coal. And they had one huge limitation; the cars had to be hoisted on to, and off, the ship by crane. "In those days," recalls Tom Lucas, in charge of super cargo for Fred F. Noonan Company, Inc., "we used to have to lift one car off at a time with a winch. It could take days to unload a shipment." But despite all their limitations, these early ships were the first generation of auto transports, the direct ancestors of the floating garages of today.

Innovation came quickly. Within a few years, as American's appetite for European cars increased, so did the number and carrying

(continued on page 7)

Above: General Motor autos ready to roll onto the Wallenius carrier to Taiwan.

SPECIAL REPORT

SPECIAL

RO-RO

(continued from page 6)

capacity of the Wallenius fleet. Around this time, Olof Wallenius had another idea; build a ship with a ramp leading from the pier into the holds, with connecting ramps leading to other decks, so that vehicles could be driven (rolled) on, off, and through the vessel. By 1964, Wallenius Lines began using these new vessels, which were so revolutionary that Lloyd's had difficulty classifying them. The age of the ro-ro ship had begun.

Today, the largest ro-ros are able to transport more than 6,000 automobiles at once. "And we can process a full load of cars in a single day," says Lars Adamson, Vice President of Noonan Company. "Because we frequently have to load and discharge simultaneously, we now have two ramps, midships and astern, to avoid two-way traffic on a single ramp."

Of course, as the ships have taken larger and larger cargoes, increasingly huge marshalling areas have been required on land, requiring the establishment of dedicated terminals. In this as well, Wallenius Lines has led the way.

THE OPERATION OF A RO-RO CARRIER IS AN INSTANT SNAPSHOT OF WORLD TRADE. She seems to be in perpetual motion, sailing from port to port and following the sun westward in a vast trading circle that roughly parallels Magellan's voyage (except that now, the Panama and Suez Canals make the trip somewhat shorter!) A typical journey might read like this: load up with new Mercedes Benzes in Bremerhaven, West Germany; unload them 16 days later at Noonan's facility at Pier 70, in San Francisco (from where they will be taken for cleaning to South San Francisco, then moved to dealerships all over the Bay Area); load up with some American cars, perhaps manufactured at Central Motors' Fremont plant and destined for Taiwan 11 days later (last year, Wallenius moved 25,000 GM cars through San Francisco to the Far East); on to Portland and Vancouver, to discharge more Mercedes; then to Yokohama, in Japan, to load up with Toyotas and Mazdas bound for Europe, where the demand for small, good gas-mileage cars are even stronger than here in the U.S.; and the journey starts all over again.

What are these ships like? Consider, for example, the Falstaff, part of a Wallenius fleet of nine that includes her sister ships Tristan, Isolde, Madam Butterfly, Medea, Figero, Carmen, and Atlantic Concert. The statistics tell part of the story: the $45 million Falstaff was built in Japan in 1985, and measures 199 meters long and 60 meters tall from waterline to top deck. She's 52,000 tons of steel, divided into thirteen floor decks carrying up to 6,380 cars in more than 577,000 square feet of (virtually) pillar-free parking areas. Finding a parking spot on the Falstaff is considerably easier than finding one in San Francisco's Financial District.

Not only that, but several of the decks are hoistable and specifically strengthened, so that larger vehicles, such as tractors, trucks, cranes, and sailing vessels, ranging up to 20 feet tall and 200 tons in weight, can be accommodated. Even small jet fighters are known to have been carried.

But the numbers do not convey everything. The young Swedish crew of nineteen — surprisingly scant for such an operation, but then again, everything from ballast control to air circulation to floor hoisting is computerized — has a tough job, especially during arrivals and departures, but Wallenius has made life at sea as comfortable as possible for them. Above the 13 noisy, drafty decks where the cars are stored are two additional decks where the noise stops and the crew lives in ease and comfort. There, a sailor can relax and virtually forget that he is thousands of miles from home.

Crew quarters are small

"Wallenius Lines' . . . partnership with the Port creates jobs, diversifies the local economy, expands U.S. trade opportunities and reinforces SF as the nation's major business gateway to the Pacific Rim."

but comfortable, resembling college dormitory rooms, and there is a swimming pool, well-stocked library and movie projection studio, and even a small but fully-equipped gymnasium. The Captain's quarters are as luxurious as most corporate boardrooms; a member of the Wallenius family is an interior decorator with a taste for teak and fine art.

And the food is, to say the least, Swedish hearty. A typical breakfast is chicken omelets, while lunch might be a potato and sausage casserole. For dinner, hungry sailors can look forward to a platter of beef stroganoff over rice with plenty of flatbread and fine cheeses. It's a lucky thing the crew has exercise bicycles to work out on!

The bridge, 12 stories above the water, is the nerve center of the entire operation, where Captain Anders Granholm presides. While she is in U.S. waters, the Falstaff flies the Swedish and American flags, but in an overhead rack on the bridge are the flags of four dozen other port of call, as far-flung as Oman, Panama and Sri Lanka. Besides him near the wheel, Captain Granholm has a map of San Francisco Bay, showing its primary shipping lanes and precautionary areas, and scattered elsewhere are his other books and periodicals, ranging from a battered copy of "Ocean Passages of the World" to the latest National Weather Service offshore weather forecast for Northern California.

Captain Granholm has been skipper of the Falstaff for less than one year, but says he loves his job and that there are "never any problems in San Francisco." Piloting a huge ship like the Falstaff, says Granholm, "has a lot of challenges, especially during fog and in strong winds." The Falstaff has the advantage of a bowthruster, Granholm says, "but it also has a large wind surface, kind of like a big hotel. You have to watch the speed and direction of the wind very carefully, because the wind is liable to push you around, and you can easily run aground."

If Granholm has concerns, you'd never know it from observing him on the bridge. Dressed in a windbreaker, binoculars in hand, Granholm takes effortless command, lining up his sights with a tall steering pole on the ship's prow and quietly issuing orders to the quartermaster at the wheel. Granholm also stays in constant radio contact with the Silver Eagle, the tugboat that follows the Falstaff throughout her Bay journey.

"We help him away from the dock when he's ready to sail, then follow him down to the city and help him into Pier 70," says Charles Lavool, the tug's skipper. Lavool admits that "the Falstaff is a pretty big ship," but adds confidently, "the Silver Eagle is the biggest tug in the Bay, so this doesn't present any special challenges. It's kind of a run-of-the-mill job."

Run-of-the-mill also seems to be the approach the longshoremen take toward on- and off-loading the cars. At Pier 70, a few dozen of them are waiting for the Falstaff, drinking coffee from thermos bottles on a chilly morning. They're ready to off-load the Mercedes, BMWs, Volvos and Massey Fergusen tractors into the 22-acre parking area, as soon as the delicate docking procedures are completed and the ramp has been lowered into position. It's routine, efficient work, and it has to be done quickly — for tomorrow at dawn, the Falstaff is off on the next leg of her journey.

What do these regular visits by ro-ro carriers mean for San Francisco? "Wallenius Lines is one of the world's most respected ocean carriers. They're a cornerstone in San Francisco's tradition as one of America's most diverse cargo handling ports," says Roger Peters, Acting Director of Maritime Affairs at the Port of San Francisco. In fact, about $750,000 of revenue from activities at Pier 70 is generated to the Port each year, making Wallenius Lines a profitable, as well as respected, partner for the City and the Port. It's clear that partnership, which creates jobs, diversifies the local economy, expands U.S. trade opportunities, and reinforces San Francisco as the nation's major business gateway to the Pacific Rim, is a good one.

CRYSTAL DAYS AHEAD

CRUISING INTO SF'S FUTURE

"It is highly appropriate that the world's most luxurious cruise ship would launch its inaugural cruise from the world's most luxurious city."

— Arthur Rodney, President, Crystal Cruises

The Crystal Harmony (pictured) may have found her home in San Francisco this summer, but SF Port officials are convinced they can find a better "home" for the local cruise terminal and are looking at Piers 30/32 along the central waterfront.

The "Crystal Age" recently dawned on San Francisco's waterfront when the sumptuous $200 million Crystal Harmony made her inaugural voyage through the Golden Gate to dock at the Port's Pier 35.

Homeported in San Francisco this summer, the first ship of the NYK (Nippon Yusen Kaisha) owned Crystal Cruises will make four 12-day cruises to Alaska at prices ranging from around $3,000 - $11,000 per passenger. That translates to a top rate of around $950 per day, complete with penthouse suites and private verandahs, three gourmet restaurants, two pools (one with a swim-up bar), simulated golf course, shopping mall, stained glass atrium and the first Ceasar's Palace floating casino.

San Francisco celebrated its newest guest cruise ship with a July 23 Homeporting ceremony attended by Mayor Art Agnos that drew over 350 officials and residents to the Port's Passenger Cruise Terminal at Pier 35. The grand white ship loomed large against the gray overcast San Francisco skyline that morning, but despite the foreboding weather, an air of optimism hovered around the Crystal Harmony as Port officials and local residents marvelled at this latest addition to the waterfront.

For San Francisco, the cruise industry is one that evokes romantic memories and practical fiscal dollars. It is estimated that the passenger service industry contributes over $45 million per year to the local economy. With a homeported ship, the local

Features of the new luxury liner include a stained glass atrium, the first Caesar's Palace floating casino (pictured here), penthouse suites and private verandahs, pools with swim-up bar, three gourmet restaurants and simulated golf course.

economy benefits as soon as passengers arrive via the San Francisco Airport and continues with the hotel, dining and entertainment spending that most cruise passengers incur before or after their boat cruise. San Francisco is consistently ranked in the top five favorite cruise destinations in the world — sometimes ranking first or second — and this fact was mentioned prominently in the recent public hearings the Port held on its existing cruise Terminal at Pier 35.

NEW HOME FOR CRUISES

In May of this year, the San Francisco Port Commission held public hearings on the adequacy of Pier 35 to meet growth needs of the cruise industry and debated the need for a new terminal at Piers 30/32. The existing Cruise Terminal at Pier 35 is located in the northern waterfront by Pier 39 and Fisherman's Wharf. Although considered by some to be an ideal location for a cruise terminal, many local businesses and residents complained of the parking and traffic congestion which invariably occurred whenever a cruise ship arrived.

In advance of the public hearing, Port staff issued the "San Francisco Cruise Passenger Terminal Assessment" which concluded:

- a new or substantially upgraded cruise terminal would provide civic, economic and indirect public benefits for the city;
- increased cruise service to San Francisco is dependent upon aggressive marketing and changing the federal laws which constrain it;
- although there's no evidence that a new cruise terminal by itself would result in increased cruise service to the city, the cruise industry requires improvements to better serve the industry and its passengers;
- the terminal should be more active in idle periods.

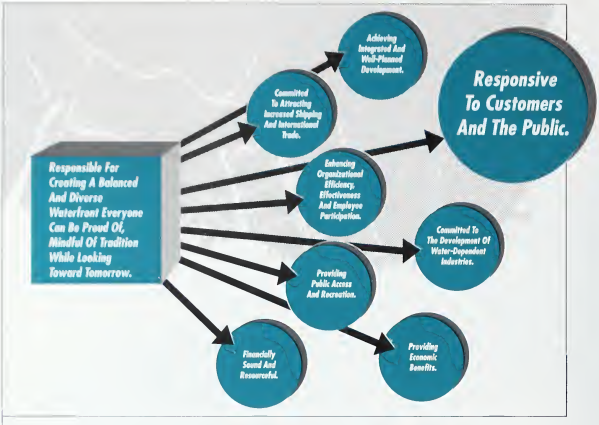
The well-attended public hearing at the Pier 35 Passenger Cruise Terminal in May of this year resulted in an unanimous Port Commission vote directing staff to draft a Request for Proposals (RFP) for an international cruise terminal at Piers 30/32. The central waterfront cruise terminal with ancillary business uses will be located on the largest undeveloped commercial parcel of Port land — the piers were rendered unusable after a fire ravaged the lot many years ago — and is situated in a neighborhood evolving from industrial to residential.

In addition to drafting the scope of services for the new cruise terminal RFP, Port staff is also developing a work plan to study interim uses and improvements to the existing terminal at Pier 35 (since it is estimated that a new terminal will not be ready for at least five years) as well as a plan to study alternative uses for the old terminal after the new terminal on 30/32 is built.

DIVERSITY:

With the Port's modern container handling facilities located in the southern end of the city where there is ample room to grow, and with commercial enterprises like Fisherman's Wharf and Pier 39 faring well on the northern waterfront, the Port can direct its attention to San Francisco's central waterfront where older finger piers lie adjacent to the city's thriving financial districts. Although rendered obsolete for modern container uses, the piers are presently used for breakbulk handling and storage (such as newsprint and coffee) as well as a Foreign Trade Zone.

In instances where the piers are condemned or not suitable for modern maritime use such as Piers 30/32, the Port has focused its attention to creating public access and water-oriented business uses that will draw more people to the waterfront. With one of the world's most beautiful, diverse waterfronts on our shores, the Port of San Francisco is committed to creating opportunities for more San Franciscans to experience this valuable resource.



FREE BOAT TOURS

NEW WAY TO SEE THE BAY

In an innovative move to be more "responsive to customers and the public"—one of the Port of San Francisco's missions under its new Strategic Plan

— the Communications Task Force will introduce the Port's first free public boat tours of San Francisco's waterfront.

With a theme of "Rediscover Your Waterfront," the fully narrated boat tours will travel the shoreline of the Port's seven and half miles of prime waterfront land. From September through October 1990, the free tours are planned to draw local residents down to the waterfront where they'll see the Port's historic piers and thriving industries.

An ad campaign to run in local papers will encourage citizens to see the shoreline from a "different point of view," i.e., the water, where many residents will be able to see the Port's maritime industries for the first time. Included in the tour itinerary are "historic landmarks, giant crane operations, state-of-the-art shipping facilities, fishing fleets, ship repair docks and undiscovered recreational areas!"

Special thanks to Hornblower Dining Yachts, Red & White Fleet and Blue & Gold Fleet for donating tour vessels for the cost-free excursions. The contribution of their crews, expertise and enthusiastic support have made the free boat tours for the public a reality.

For reservations on the free boat tours, call (415) 979-5017.

See you on the dock by the Bay!

The free bay boat tours will feature historic landmarks, giant crane operations, state-of-the-art shipping facilities, fishing fleets . . . and undiscovered recreational areas!

Call 415-979-5017 for more information and reservation for these free boat tour dates:

Sept 15	Oct. 3
Sept. 26	Oct. 9
Sept. 29	Oct 10
Sept. 30	Oct. 11

SAN FRANCISCO IS NEDLLOYD'S NEW HUB

"A smaller port can win on service and responsiveness to customers."

Henk Poederoyen of Nedlloyd (inset photo, left) is honored at a recent Port celebration to announce the new Far East/Latin America transshipment hub service.

Port of San Francisco Chosen to Link All Nedlloyd Far East and Latin American Trade.

In a major reorganization and expansion of Nedlloyd Line's existing services at the Port of San Francisco, starting September 1990, Nedlloyd will centralize all its Far East and Latin American trade into a "hub operation" at San Francisco. This major move will result in the Port of San Francisco as Nedlloyd's exclusive U.S. West Coast port of call for the transshipment service — and Nedlloyd will become one of the Port's largest customers. (San Francisco and other West Coast ports will continue to be called by Nedlloyd's Australasian service.)

Nedlloyd of Rotterdam, Europe's largest transportation company, will enpand its all-water container operations to and from the Far East and three major regions of Latin America — West Coast Central America, the Caribbean, and both coasts of South America. Containers from Latin America will be shuttled to San Francisco for transshipment to Nedlloyd's mainline East/West service to Japan.

Two monthly interchanges joining south and north, east and west bound ships will be offered to each of the three above-named areas and will involve a total of six Port calls a month. The Nedlloyd vessels in this San

Francisco hub service will have a capacity ranging from 600 to 1600 TEUs.

Nedlloyd Lines is considered a pioneer in the implementation of transshipment services, having relayed cargo among its various services at worldwide ports throughout its history. With continued growth in the Latin America/Far East trades, Nedlloyd saw the need to centralize its transshipment operations at a single modern port capable of handling the entire volume efficiently and without delay. The Port of San Francisco vied with southern California ports to be Nedlloyd's U. S. West Coast hub. In gaining this pivotal operation, San Francisco reaffirmed its Strategic Plan commitment to "grow its existing lines" and improve service to its present customers.

"I am thrilled that we were able to attract Nedlloyd's new service to San Francisco," said Port Executive Director Michael P. Huerta. "The fact that we were selected over larger ports is a David and Goliath story — we have shown that size is not everything. A smaller port can win on service and responsiveness to customers."

Nedlloyd continues to call at the Port's North Container Terminal (Pier 80) operated by Metropolitan California Stevedoring Company. In addition to the new transshipment hub operation, Nedlloyd will maintain their present services from/to West Coast North America to/from Papeete, Australia and New Zealand.

The Port of San Francisco has recently completed the latest phase of the modernization of its two major container terminals. The improvements included the installation of the Port's newest cranes at North Terminal, making a total of four at the facility — a major factor in attracting the Nedlloyd business.

FISHERMAN'S WHARF

CLEANING THE JEWEL IN SAN FRANCISCO'S CROWN

No, Raisa didn't cause it. When Mrs. Gorbachev visited Fisherman's Wharf recently on the Soviet-American goodwill tour, all eyes focused on the colorful banners, spruced-up sidewalks, and festive environment created by the Wharf merchants and Port of San Francisco. But long before Raisa arrived, and long after her visit becomes another historical footnote, Wharf merchants and Port staff have worked quietly behind the scenes on improvement and beautification plans for the popular neighborhood.

JOINT COOPERATION

It all started over six months ago when Fisherman's Wharf merchants met with Port staff and expressed a desire to "clean things up" and improve the appearance of the heavily trafficked area. According to San Francisco's Convention and Visitors Bureau, more tourists visit Fisherman's Wharf than even the Golden Gate Bridge, and the high volume of tourists during the peak summer months can strain the Port's maintenance resources for the Wharf.

In the meetings between Port staff and Wharf merchants, three areas of joint cooperation emerged that offered an "immediate improvement" and were within the Port's control: 1) increased garbage pick-up, 2) steam-cleaning sidewalks, and 3) pest control.

GARBAGE, RATS, SIDEWALKS

Starting July 1, the Port began an extra garbage pick-up for the hectic weekends when tourists and local folks descend on the waterfront. It was recently discovered that in addition to tourist disposables, residents sometimes drop off personal

garbage at night in front of restaurant garbage areas. Wharf restaurants and visitors by themselves generate more garbage than can be accommodated under existing garbage schedules so the extra weekend pick-up will go a long way towards a cleaner Wharf.

Where there's water, wood pilings and food debris, there's usually rodents, and Port officials have stepped up their pest control efforts to include Pier 45 (fish handling and processing center) and more common areas. The Port will conduct a survey of current pest control contracts by Port tenants to reveal vulnerable areas and then request pest contracts of all tenants.

The sidewalks of Fisherman's Wharf also get a face-lift in September when common areas get a thorough steam-cleaning that continues through the year. Priority areas include the lagoon, where historic fishing vessels are berthed, and the triangle by Pier 43 currently filled with T-shirt vendors hawking their San Francisco souvenirs.

Speaking of T-shirt vendors, the Port has tried to get a handle over the proliferation of T-shirt vendors that has caused sections of Fisherman's Wharf to resemble "permanent flea markets." The great numbers of T-shirt vendors have resulted in congestion and interference with pedestrian access.

Beginning September 1, a new city ordinance will go in effect that mandates a sidewalk width of eight feet (instead of the current six feet), and increases the distance required between vendors. The result will be new restrictions and specialized areas where the vendors can safely sell their products.

HEALTH AND SAFETY

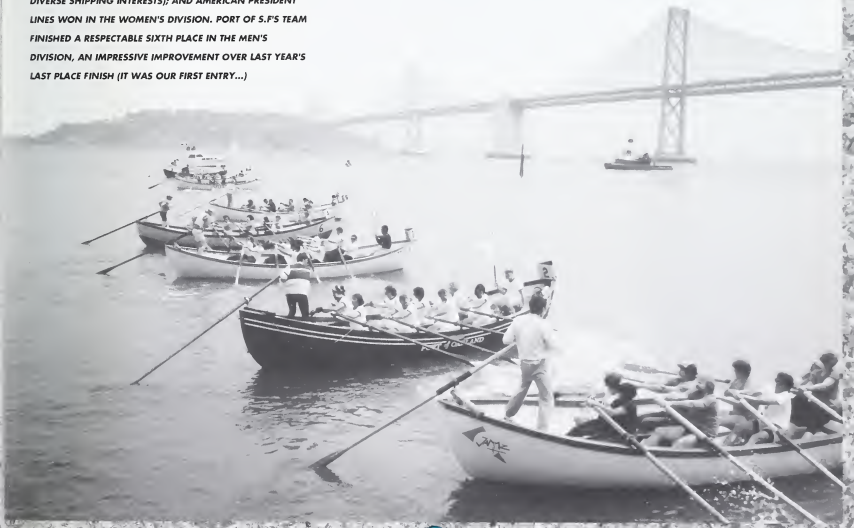
Intermingled with the joint efforts of Wharf merchants and Port staff is the enlistment of relevant city agencies to assist in beautifying one of the city's major attractions. The Port will soon hire one of the City's Environmental Control Officers(ECO) to launch a two-pronged education and enforcement program on environmental laws (such as health and safety rules) and the ECO will have the right of enforcement, i.e., citations. Improved safety and security is also expected when the Port "work-orders" funds for a full-time city policeman to cover Port property on a regular basis.

Wharf merchants and Port officials jointly engage in beautification projects for the number one ranked tourist attraction in town.

THE PORT JOINED ZIM LINE IN TOASTING THE MAIDEN VOYAGE OF THE "ZIM AMERICA" RECENTLY AT ITS SOUTH CONTAINER TERMINAL. THE ZIM AMERICA AND ITS SIX SISTERSHIPS CAN EACH CARRY 3,000 20-FOOT TEUS IN SERVICE LINKING THE MEDITERRANEAN, FAR EAST AND THE U.S.

INTRODUCING VOICEMAIL! IN A CONTINUING EFFORT TO BE MORE RESPONSIVE TO PORT CUSTOMERS AND THE PUBLIC, THE PORT RECENTLY INSTALLED A NEW MODERN PHONE SYSTEM WHICH ALLOWS STAFF TO RECORD PERSONALIZED BUSINESS MESSAGES AND ALLOWS THE PUBLIC TO LEAVE DETAILED MESSAGES TO STAFF. CHRIS MARLEY IS THE STAFF COORDINATOR FOR THE NEW VOICEMAIL SYSTEM AND HE SAYS, "THE NEW PHONE SYSTEM LETS US COMMUNICATE MORE PRODUCTIVELY, MAKING STAFF AVAILABLE TO THE PUBLIC 24 HOURS A DAY." WITH VOICEMAIL, STAFF CAN SEND AND RECEIVE MESSAGES FROM PRACTICALLY ANY PHONE IN THE WORLD, AND ONE PHONE CALL CAN DELIVER A MESSAGE TO AN ENTIRE GROUP OF PEOPLE.

SEVEN YEARS AND RUNNING...THE PORT OF SAN FRANCISCO SPONSORED ITS SEVENTH ANNUAL WHALEBOAT RACE AT THE WATERFRONT PROMENADE ON THE EMBARCADERO, PROVIDING FREE ENTERTAINMENT FOR THE DOWNTOWN COMMUNITY AND LOCAL RESIDENTS. THE BIG WINNERS IN THE MEN'S DIVISION WERE THE U.S. COASTGUARD; IN THE COED DIVISION, DON ROW TEAM #2 (A COALITION OF DIVERSE SHIPPING INTERESTS); AND AMERICAN PRESIDENT LINES WON IN THE WOMEN'S DIVISION. PORT OF S.F.'S TEAM FINISHED A RESPECTABLE SIXTH PLACE IN THE MEN'S DIVISION, AN IMPRESSIVE IMPROVEMENT OVER LAST YEAR'S LAST PLACE FINISH (IT WAS OUR FIRST ENTRY...)



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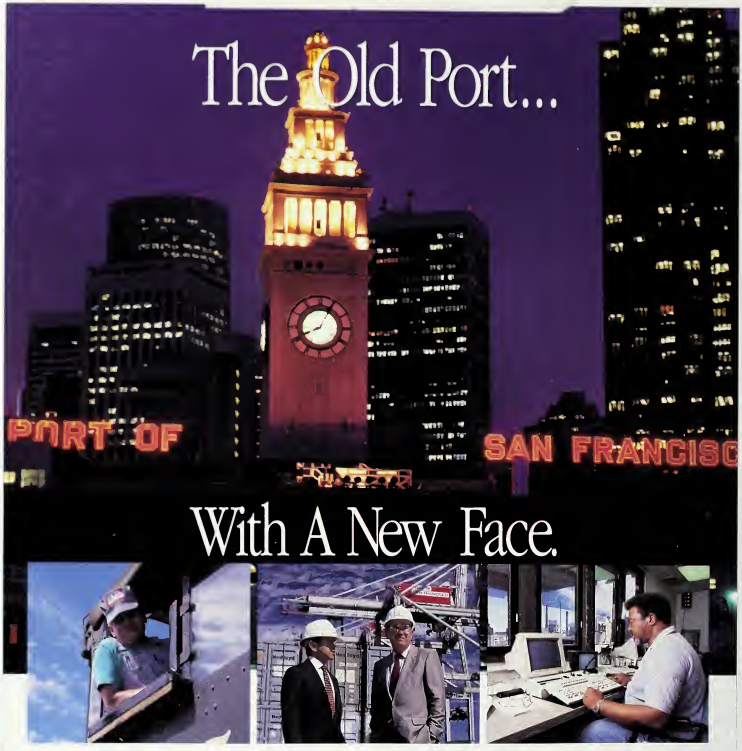

In San Francisco, we have a proud maritime tradition to live up to—and improve.

San Francisco has natural **deep water** channels, is strategically located in America's **richest export region**, and is the centerpiece of the country's **fourth largest marketplace.** Our container terminals offer state-of-the-art equipment and services, plus room to grow well into the future.

San Francisco's Port features **fully automated gates** with the newest television, intercom and computer link-ups to provide the **fastest truck processing** possible—plus **streamlined administration** for shipping lines and their customers. **On-dock rail** permits intermodal container transfer at either terminal or at our dedicated **ICTF.**

The Port is committed to **your expansion** in shipping and trade. Our customers have been growing by leaps and bounds, and they've seen their business at the Port of San Francisco grow with them.

Just ask our customers.

We're the old port...but with a new face—new technology, new leadership, new strategies. Wherever your cargo must go, the Port of San Francisco is your Gateway to America...And the World.

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THE PORT OF SAN FRANCISCO

WHARF SIDE

November / December 1990

BEHIND THE NEW GATE AT PIERS 94/96

SHIP REPAIR: OLD GAME, NEW FIELD

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Recent Events

About 150 years ago, San Francisco appeared on the map as a result of its booming seaport which was serendipitously located next to "gold mountain." Back then, just about all it took to become a port was easy water to shore access. Today's ports are defined not only by their shoreside access, but by their landside transportation networks and the proximity to service industries vital to ships and trade. In essence, a port is really only as good as its overall infrastructure. ■ This issue of WHARFSIDE explores some of the Port's maritime infrastructure. From the old ship repair industry which has undergone drastic change and must compete with the new international players of the field (page 6); to the modern gate system at San Francisco's South Container Terminal where Stevedoring Services of America worked hand-in-hand with the Port to produce a highly efficient gate processing system (page 3); to a special article by U.S. Deputy Secretary of Transportation Elaine Chao on the importance of strengthening a port's infrastructure and transportation network (page 11). In the past year following the October 17 earthquake, San Francisco has been busy in repair and retrofit of its infrastructure along the Port's seven and a half mile stretch of waterfront. Equally important has been our engagement in an ambitious capital improvement program that continues San Francisco's tradition as a shipping gateway to America. While some will say that "no amount of planning will ever replace dumb luck," San Francisco's Port knows that only with a good amount of planning will our luck continue to grow. *Editor: Wendy Iwata*

EXECUTIVE

DIRECTOR'S REPORT

MICHAEL P. HUERTA
EXECUTIVE DIRECTOR

It has been just over a year since the Loma Prieta earthquake shook the San Francisco Bay Area. The process of rebuilding never seems to move as quickly as one would like but we have nevertheless made substantial progress.

The Port is nearly ready to begin restoration of earthquake damaged Pier 45, the home of our fishing fleet and fish processers. We were fortunate to obtain $4 million in grants from the U.S. Economic Development Administration and the California Department of Commerce that, combined with earthquake assistance from the Federal Emergency Management Agency, will enable us to begin the first phase of reconstruction of the pier. Many people at all levels of government worked hard to secure this funding and we at the Port would like to say thank you to all of them. I would also like to thank the people who make up the fishing industry for their support and patience through what has been a very difficult year. We are all looking forward to the day that we will get you back in business at Pier 45.

On the cargo side of the business, we have had some key successes that have dramatically boosted our market share. You may recall the news in the last issue of WHARFSIDE that we had been selected as a relay port by Nedlloyd Lines connecting their Central American, South American and Caribbean services with their transpacific services. After trying out the new service for a month, Nedlloyd made a decision to consolidate their hub operations worldwide and double the service via their San Francisco hub. That, combined with strong growth on the part of other Port customers, will result in the Port of San Francisco increasing its container throughput by nearly 100 percent. The vast majority of this represents growth for the Bay Area as a whole. That's new jobs and new economic benefits for our regional economy.

San Franciscans have been flocking to our new Pier 7. This is a public access and fishing pier that was dedicated in October. It is truly a beautiful addition to our waterfront offering spectacular views of the Bay and of San Francisco's magnificent skyline. The funding for the pier was assembled by the Port, the City and the State with lots of help from literally hundreds of people. The next time you're on the waterfront, stop by Pier 7 and take a look.

Our Ferry Building headquarters was lacking its flagpole for a year. It now has a new one thanks to the efforts of Port engineers Joe Adams, Walt Sequeira and Fred Gerard, as well as a nimble steeplejack named Dody Mancuso. The image of the old cast iron flagpole, bent but not broken, was a powerful symbol of the Bay Area's resiliance and strength in responding to the earthquake. One year later, on October 17, 1990, we all stood together to commemorate the region's recovery and cheered as Port employee Chuck Bevan hoisted aloft a brand new American flag at 5:04 p.m.

CREDITS

If you wish your name to be added to our mailing list, please contact:

Wharfside
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Michael P. Huerta
Executive Director

Port Commissioners:
James R. Herman, President
James Bouskos, Vice-President
Douglas F. Wong
Dr. Aruthur H. Coleman
Anne. W. Halsted

Editor:
Wendy Ho Iwata

Design:
Yamaguma & Associates

Contributing Writers:
Charles Regal (page 3)
Steven Heimoff (page 6)

Assisted by:
Government and Public Affairs Department

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Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3.9.4. Building, 4th floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-808-1804
Telex USA 7608202 BRCTYO UC
FAX 03-808-1800

TAIWAN

Grand World Shipping Agencies, Ltd.
Asia Enterprise Center 14/F
500 Minchuan East Road
Taipei, Taiwan
Telephone (02) 7169555
Telex 13072 GRANAGEN

US MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite 107
Chicago, IL 60656
(312) 992-0709
Telex 910 2530336

S. S. A. AND THE PORT

THE STORY BEHIND THE HI-TECH GATE AT 94/96

The state-of -the-art gate system at South Container Terminal has helped truckers tremendously, but probably no one is more delighted than Sandy Lira (terminal operator) and Bruce Wilson (SSA Assist. V.P.).

Just as today's sophisticated container ships require easy waterside access to marine terminals, equally vital is efficient and unimpeded gate entry to the terminals by trucks to load and unload valuable cargoes.

The new computerized gate facilities and other major improvements at the Port of San Francisco's busiest terminal, completed in July, already are producing increased efficiencies. The $2.6 million project has streamlined the entire container receiving and delivering system, and the big yard fronting Piers 94 and 96 is squared away for the expected cargo growth.

"The new system enables the Port to provide greatly improved service to shipping lines and their customers," said Michael Huerta, Port of San Francisco Executive Director.

"This is a significant part of an ongoing program that will benefit the Bay Area and all of Northern California."

STEP BY STEP

The modernization project began nearly three years ago in conjunction with Stevedoring Services of America, Inc. (SSA), which operates the 75-acre terminal for the Port. In 1987, Bruce Wilson, SSA Assistant Vice President, par-

ticipated in a group including International Longshoremen's and Warehousemen's Union representatives on a tour of major marine terminals in the United States, Europe and Asia "to gather ideas and develop concepts of our own from the best of what we would see."

Following the survey trip, the group met with steamship, trucking and other transportation officials. "Our cargo processing systems were developed step by step, tailored to the requirements of a public terminal serving a large number of customers with their individual needs," Wilson said. "We designed our own state of the art system, including software, using the latest technology with extensive computer-to-computer interfacing and facilities redesigning."

How well it all worked out is supported by Ray Holbrook, SSA Regional Vice President, who commended the contributions of all who participated in the planning and development. "We believe the systems now in place at South Terminal are as good or better than any similar facilities in the leading ports of the world," he said.

Time and motion studies by the research firm of Manalytics, Inc., for the Port of San Francisco showed significant improvement in total elapsed time for trucks moving in and out of the terminal. The before-and-after project, directed by Gregory Suverkrup of Manalytics, started last April and ended in September.

"There was a 16 percent improvement for trucks entering and leaving the terminal, and a 22 percent improvement for trucks operating under the U.S. Customs Automated Manifest Systems program," Suverkrup reported. "The truckers' response to the time savings of the survey was very positive."

PHYSICAL CHANGES

Physical changes at the terminal include increasing the incoming vehicle lanes from three to 11 and outbound lanes from two to four. The container lanes are flanked by computer served check-in booths. Container storage space has been expanded, lighting has been improved and power lines placed underground together with conduits for computer, video and communications equipment.While the new facilities were being installed, terminal personnel and trucking companies were instructed in how the updated systems would work. This helped to make the transition less painful for all hands, but it took a few weeks of operating to familiarize employees and drivers with the procedures and equipment. One trucker, Ed Wall, General Manager of Chipman Warehousing & Distribution Co., said that after some initial minor problems his trucks are operating with increasing efficiency in the new system. "We expect continued improvement as the system progresses," Wall said.

FAST TRUCK TURNAROUND

A significant sign of success has been the disappearance of lengthy lines of trucks awaiting entry to the yard with their containerized cargoes. "They usd to start lining up as early as 5 a.m.," Bruce Wilson said. "Now they don't have to do that. Truck turnarounds are much faster now that manual preparation of paperwork has been eliminated."

Key to time-saving in the new operation is preprocessing of essential information prior to arrival of the truck at the terminal. "This provides ample time to verify vital details before the cargo is delivered," Wilson said. "The driver won't have to get out of his truck during the entire delivery processing operation."

The new gate system, on the outside, appears quite similar to the former one. Actually it is much larger and includes computer and video technology which does away with the sheaves of paperwork and dialogue between truck drivers and dock clerks.

For full export container receiving at the terminal, the truck proceeds to the scale as in the past and the driver pushes an intercom button to alert the clerk. Through the intercom, the driver reports his booking number, seal number, tractor weight and name of trucking company. The clerk enters this into the

"We believe the systems now in place are as good or better than any similar facilities in the leading ports of the world.

-- Ray Holbrook, SSA

Above:
Charlie Mitchell (Chief Wharfinger) and Robert Rowdso (Engineer) work out the details from the Port's end to improve terminal layout.

(continued from page 4)

computer along with the container and chassis numbers he records from the video equipment mounted in the truck lane and at his workstation.

The computer performs its silent magic to flash the booking information to the decking clerk's computer for the yard location assignment. The pre-assigned yard location is automatically printed on the equipment interchange receipt and after inspection and seal verification by the lane clerk, the driver proceeds into the yard to deposit his cargo.

Pickups of empty containers at the terminal usually take place in conjunction with delivery of full containers. The processing for a pickup occurs while the full container is being checked in and spotted in the yard. Each computerized pickup slip is printed with booking details and transaction number authorizing the driver to pick up his chassis and container, and head for the outgate pre-check and final security checkout.

ROOM FOR EXPANSION

South Container Terminal's sophisticated gate system is prepared to expand its services to customers' future requirements. SSA is already receiving Automated Manifest Systems transmissions for release of cargo. The computer also will verify U.S Customs and U.S. Department of Agriculture clearance, demurrage status, freight charge releases and authorized interchange agreements. "We're only beginning to see the benefits to be provided by this new system," Wilson said. "The potential for increased efficiencies throughout the terminal is tremendous."

Port Director Huerta said the improvements and the new gate facility are part of an overall strategy to improve service levels for the Port's customers. He pointed out, "It helps us enhance our gateway status to America and the world."

Right:
Not much gets by Luther Ross, ILWU delivery clerk, who gets a panoramic view of the gate through video cameras, audio and computer equipment.

SHIP REPAIR

AN OLD GAME PLAYED ON A DIFFERENT FIELD

In a massive drydock at Pier 70 in San Francisco, the tanker S.S. PETERSBURG is being repaired.

Beside her, a six-story gentry crane swings heavy equipment through the air.

Workers all over the ship are hammering, welding, painting, scraping, and sandblasting, each wearing a color-coded hardhat— yellow for riggers, blue for pipefitters, green for machinists, black for welders. It's a scene that would probably be recognizable to ship repairers of old, but just barely, for ship repair is in the throes of vast changes. As modern technology alters the way work is performed, the industry finds itself confronted with both serious challenges and golden opportunities.

Meet, for example, Carl Hanson, General Manager of Southwest Marine, Inc., San Francisco's largest ship repair yard, where the PETERSBURG is being repaired. The cordial Hanson is businesslike behind his desk in a temporary trailer (Southwest's main building was damaged in the earthquake), yet

SHIP REPAIR

(continued from page 6)

quite at home on the docks, wearing his white hardhat (for "Supervisor") and overseeing the hundreds of men who work, through three shifts, on millions of dollars of repair work each year.

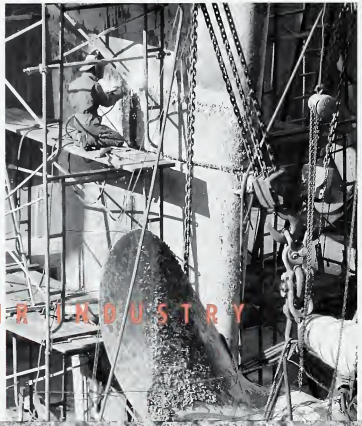
"Our industry has evolved," Hanson says, "from perceived 'hammer and chisel' mechanics to highly sophisticated technicians. In fact, ships have become so advanced technically that workers who repair them need to be trained in the areas of electronics, automation and hydraulics."

RETRENCH

Those changes were, admittedly, a little late in coming. Just as the Japanese auto industry forced American car manufacturers to rethink their basic approach, so too stateside ship companies like Southwest have had to retrench in order to meet growing competition from abroad. The Japanese—followed by the Koreans, Singaporeans, Taiwanese and, lately, Brazilians and Mexicans—introduced automation which, coupled with their lower salaries, meant that ship owners—including Americans—could have their vessels repaired overseas far more cheaply than they could in the U.S.

That was bad news for the American ship repair industry and for San Francisco, which depended on it for a steady source of jobs. Indeed, from its earliest days as a bustling port, San Francisco has proudly maintained a vital ship repair industry. Not so long ago, twenty thousand men labored to repair ships all around the port. But over the past 15 years, foreign competition has whittled away at those numbers. In the period 1973-1988, Bay Area ship repair declined from 10 major

shipyards to 3 or 4, with fewer than 1,300 employees. When the last big yard, Triple A, went bankrupt, in February, 1988, over 500 employees, many of them minorities, lost their jobs. "And," says Hanson, "some of the remaining yards have scaled down



SHIP REPAIR INDUSTRY

their operations to almost nothing, while others have become 'bicycle shops'—industry jargon for smaller-scale operations without full port facilities."

ECONOMIC LOSSES

Losing those jobs means economic losses for the city. At an average salary of over $30,000, repairmen earn $39 million a year, most of it spent locally, while the repair industry itself generates almost $220 million in revenues. That's not including the $2.5 million in rent the yards pay the Port of San Francisco, or the payroll taxes that employers contribute. And the industry has a very high "multiplier effect"—it generates large numbers of jobs around it in non-repair industries. The Port of San Francisco estimates that each repair job creates an additional 1.67 jobs in the city, worth an extra $218 million in revenues.

Clearly, ship repair is good for the city. But how can it compete with all those foreign shipyards (not to mention domestic ones in Portland, San Diego and Seattle)? These are burning questions and, like all economic issues, you get different answers depending on whom you talk to. But there are a few things most experts agree on.

The first is that the industry is going to have to lure more private business, foreign and domestic. For years, repair firms depended on the Navy, which by law was required to utilize American yards. Navy work in recent times has accounted for fully 86 percent of local contracts.

But the budget crunch has hit the Navy, which will certainly be called upon to shoulder its share of reduced military expenditures. In fact, Captain C.J. Schrodt, Supervisor of Shipbuilding for the Navy at Hunter's Point, predicts declining repair contracts for local yards in coming years. "By 1991, (Navy) repair work will stand at 60 percent of what it is in 1989," he warns.

Firms like Southwest Marine have seen the handwriting on the wall; over the past few years, they've reduced their military share of business by one-third. Although Carl Hanson admits, "We all depend on the Navy," he also knows that today's privately-owned supertankers, container ships and passenger vessels will constitute an increasing share of his business in the future. "With the military going down," he says, "commercial is where the industry is heading."

GOVERNMENT INTERVENTION

But how will repair firms lure back commercial business? One problem is that many foreign repair yards receive large subsidies from their governments, which allows them to keep wages artificially low. In fact, says Hanson, "Japan's rates are actually higher than ours, but their government subsidies allow them to drop below us." Ship repairers would like to see Congress tackle that issue.

The people who schedule today's ships are asking for one thing: turnover times that will enable them to stay in the ocean's fast lane.

"For us to make it and compete in the world marketplace," Hanson says, "we're going to have to convince our government to put some pressure to stop the [foreign] subsidizing."

Another problem concerns the Jones Act, the 1920 law that required some American ships to be repaired in the U.S. But there are many loopholes to the law; according to a trade paper, "U.S. shippers' efforts to prevent foreign yards from doing major work on U.S. vessels [are] not getting any easier." The paper reported that the industry lost $30 million last year to foreign yards because of exemptions to the Jones Act.

Changing or making laws regulating trade, however, must be handled carefully. That's one reason why Hanson and others have formed the Shipbuilder's Council of America (SCA), to lobby for changes in the law. "It's extremely delicate," is all Hanson will say concerning SCA's mission. But everyone knows that the repairmen want to make it harder for the American merchant marine to have repairs done overseas.

OCEAN'S FAST LANE

Another thing experts

SHIP REPAIR

(continued from page 8)

agree on is that repair yards need better technology (and the employee training that goes along with it). That would allow wages to remain high while increasing productivity. Technology lets ships get in and out of repair yards quickly. Whether it's a supertanker en route to pick up oil in Alaska or a containerized cargo ship bringing in imported cars, the people who schedule today's ships are asking for one thing: turnover times that will enable them to stay in the ocean's fast lane.

"In fact," says Dale Welch, Port Engineer with Sea-Land Service, Inc., "when we make the decision of where to have repairs made, we consider scheduling first, then cost." Sea-Land, a containerized cargo shipping company which runs 20 ships between the Far East and the West Coast, is a typical example of a company hard-pressed to stay afloat in an increasingly competitive world market. Since it costs $250,000 a day to maintain a big tanker, even a week of downtime means big bucks. The crew still has to be paid, while no money is coming in.

Welch admits he's willing to pay a premium for fast local repairs, but there's a limit to how high he'll go. Welch favors government intervention in the repair industry, but rejects the suggestion that the merchant marine be compelled into domestic repairs. "That's unfair to the customer," he says. "You've got to look at the overall effect. You can't do something that's beneficial to repairers but hurts shippers." Welch suggests that the government instead provide some help in modernizing shipyards.

That's because he worries that American yards aren't investing enough in their own technological progress. Welch is concerned about the industry's ability to attract the "young talent" that will enable us to compete with Japan. "If the yards don't have the expertise, there's no reason to say I should use them," he argues. And Chevron's Manager of Design and Construction, John Kimble, puts it equally bluntly: "I think Chevron is going to have to audit the yards we have repairs done in, to insure they have the training and capability to repair the work within the necessary tolerances."

HIGHER SKILL LEVELS

Repairmen like Carl Hanson are hearing the message loud and clear. "The skill-level requirements are definitely increasing for our employees," he says. "Repair work is becoming so specialized, we have to augment our crews with outside specialists." As an example, Hanson cites technicians who can repair satellite navigation systems. Hanson is also turning to more sophisticated technology in the yards. In its San Diego facilty, for instance, Southwest has installed an electronically-controlled transfer system that moves the ships out off the drydock on their blocks, so that several ships can be repaired at a single drydock.

That's the kind of engineering marvel that's needed in order to help the industry, and investing in it—although tremendously expensive—is starting to pay off. "We've been very successful lately in some foreign ship repair because our San Francisco facilities are the best on the West Coast," says Hanson proudly. "We're getting business that used to go to South America and take six months. Now, they find delivery on their vessels from us in 30 days. So they're willing to pay for schedules." Even Welch admits, "We've reduced our overseas repairs by almost two-thirds. The U.S. can be as competitive as anyone." And Chevron is starting to look again at repairs here in the U.S., because when one factors in the cost of getting a ship to a foreign facility, it's cheaper to do the work here.

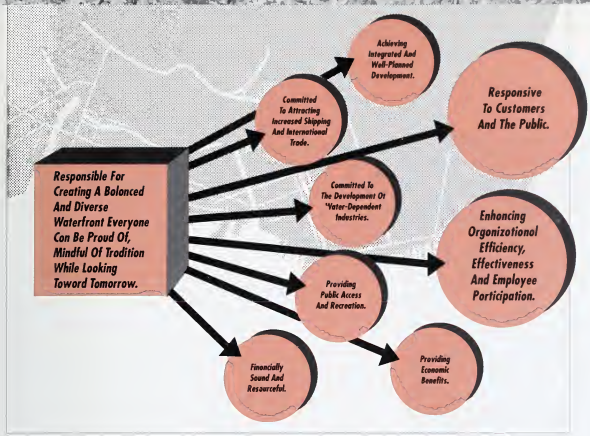
"We've got to run a tight ship," says Orlindo Barsetti of Service Engineering Company, another major ship repair firm along San Francisco's southern waterfront on piers 36 and 38. "We have invested and purchased major facilities, and our specialists in ship repair become more acute as the complexity of ships increase."

SF's FUTURE

So what is the future of San Francisco's repair industry? Michael Huerta, Executive Director for the Port of San Francisco, is cautiously optimistic. "There will always be a ship repair industry in San Francisco," he predicts. "With proper training of repair workers and upgrading of the yards, there's no reason we can't be competitive with the best in the world. And the Port of San Francisco is supporting the industry, as evidenced by our lobbying efforts for legislative changes that will open new business opportunities in Navy and commercial work."

For his part, Carl Hanson feels that the Port is doing a pretty good job. "The Port is sympathetic to our interests," he says. "I can't say enough about the support they've given us. When other ports turned us down, San Francisco was always helpful."

So with a little luck and lots of careful planning, the repair industry can continue to play a vital role on San Francisco's waterfront. It's nice to think that, a hundred years from now, our time-traveling repairman could emerge from that machine and find a thriving repair industry like the one he knew. Different, to be sure, but still busy, fascinating, creative and looking toward the future—just like San Francisco itself.



WORKING FROM THE BOTTOM UP

STRATEGIC PLAN UPDATE

In the 128 years of the Port of San Francisco's history, the course of the world and the maritime industry underwent irreversible change. While the wheels of progress grind away, the Port finds itself with basically the same organizational structure as the day it was born, a fact well recognized by the Port's Employee Task Force. Mindful of the waterfront's rich history but prodded by the recent initiatives under the Port's new Strategic Plan, the Task Force boldly made some moves to improve internal effectiveness and increase employee participation at the Port.

"Ours is a rank and file task force so the incentive to do things better came from the bottom up, not a directive from the top down," says team leader Stephen Amano (Personnel Manager) who co-chairs the Employee Task Force with Richard Ayers (Chief of Systems). The goals the Task Force address are "enhancing organizational efficiency, effectiveness and employee participation" and "responsive to customers and the public." Lofty and ambitious as the goals may sound, the process undertaken by the Task Force has been a gritty, no-nonsense evaluation of present service needs versus staffing levels, analysis of internal communication problems, and an examination of the current organizational system.

RANK & FILE FOCUS

In keeping with the employee focus, one of the first measures taken by the Task Force has been an earthquake preparedness program that includes stocking two large cabinets with survival supplies and search and rescue kits; CPR training and safety seminars by the Fire Department; and issuance of wallet size emergency telephone cards for all staff.

Although not named, a staff newsletter will be launched to increase employee participation and communication. "We'll set a mechanism in place for the newsletter and just see where it goes from there," said Rich Ayers. The news so far? Latest department updates, comings and goings of Port staff, new babies, and the first inter-Port marriage.

ORGANIZATIONAL ANALYSIS

There's no doubt the most anticipated move by the Employee Task Force has been the issuance of a Request For Proposals to conduct an organizational analysis of the Port. The purpose of the analysis is to align the organizational structure, reporting lines and staffing to successfully implement the Port's strategic mission, goals and objectives. "There was a general feeling we could be doing things better, and that an outside consultant would bring the most objective overview," said Steve.

The deadline for receipt of the organizational analysis proposals is November 13. A recent pre-bid conference of interested consultants drew a capacity crowd, indicating the willingness of many businesses and public agencies to introspect and question old ways of doing business.

The Employee Task Force has shown that improving internal effectiveness is not just a goal, but a proven deed. "We want to defeat the notion that meetings are places where minutes are kept and hours lost, and that the only agreement is when to next meet again," says Rich. "We all go into a room and actually do something; we come to closure."

Below: Steve Amano, Pearl Chan and Rich Ayers insist that something gets done in each Employee Task Force meeting.

WHARFSIDE GUEST COLUMN

LINKING THE BAY AREA TO THE COUNTRY

by Elaine L. Chao, Deputy Secretary, U.S. Department of Transportation

I am delighted to have this opportunity to discuss some of the Administration's accomplishments in transportation, especially those which directly relate to San Francisco. The Port of San Francisco is rich in maritime history and important to the nation's economy. As one who lived and worked here for many years, it is also home.

Last year's devastating earthquake left its mark on the people and the city, but the port is rebounding, and steady growth is expected to continue. Although there were no direct benefits to the Port of San Francisco from the emergency relief program, the Department of Transportation, through its Federal Highway Administration (FEMA), did participate in restoration of damaged city streets in the vicinity of the port. FEMA is also funding a seismic retrofitting project on I-280, which provides freeway access to within one-half mile of the main container terminal.

Since the earthquake, the word "infrastructure" has become more meaningful. It now means productivity in the marketplace, jobs, and access to goods and services. It also means economic vitality, safe transportation and quality of life.

The Department of Transportation is pledged to work with ports, steamship lines, rail and motor carriers and shippers to develop effective solutions to America's transportation problems. Our interests and activities are wide ranging. We are concerned with port developments, in terms of deregulation, increased competition, larger ships and cranes, facility rationalization, automated information technologies, intermodal rail, highway, and barge access, and shifting trade patterns. As President Bush has said, "If the United States is to keep its competitive edge, we must not only make new investments in transportation but improve intermodal connections."

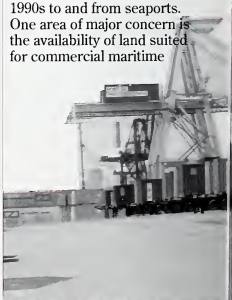
The President's National Transportation Policy, unveiled in March, is intermodal in nature. It is based on the fundamental assumption that America's success in the world requires a longer-term strategic approach. It provides a comprehensive framework for an investment of time, money, and commitment.

Numerous long-term goals and legislative objectives are outlined in the new policy to help preserve and expand the transportation system, including enhanced intermodal connections linking rural and urban areas.

As Freight traffic increases, so must the capacity of ships, ports, terminals, cargo-handling equipment, trucks and trains. At several ports, access congestion has developed, resulting in delayed shipments, increased inventory costs, traffic snarls, and public and environmental opposition.

The Department of Transportation is also concerned about the adequacy of road and rail access in ports, and their ability to efficiently move U.S. foreign and domestic waterborne tonnage of the 1990s to and from seaports. One area of major concern is the availability of land suited for commercial maritime

"The continued shrinkage of waterfront properties for port uses has long term consequences on the efficiency and competitiveness of maritime operations."



development. The continued shrinkage of waterfront properties for port uses has long-term consequences on the efficiency and competitiveness of maritime operations. Our concern is heightened by the strategic role of U.S. ports in the transport of goods and people in peace and in national emergencies.

LANDSIDE LINKAGE

Transportation Department officials have met with the American Association of Port Authorities (AAPA) and representatives of 10 ports to discuss landside linkage problems. As a result of these meetings, a cost-shared study, "Landside Transportation Access to U.S. Ports," was initiated with the National Research Council, to identify existing and potential impediments to rail and road transportation access. The study is expected to be completed during calendar year 1991.

A DOT-AAPA working group was established to develop the scope of work for this study, which recommended general guidelines for federal, state, and local officials in developing strategies to correct port rail and highway access deficiencies. The study has gained support, both from other agencies within and outside the Department of Transportation. The American Association of State Highway and Transportation Officials, Federal Emergency Management Agency, and the Military Traffic Management Command have also joined this initiative.

Clearly, we are not talking about a centralized federal plan or expanded federal control. This intermodal, intergovernmental, public-private approach is in keeping with the broad strategies of the national transportation policy for dealing with transportation issues. The Department's ultimate goal is revision of outdated regulations and legislative proposals.

We are also concerned about overweight containers shipped from abroad and loaded on trucks travelling on American highways. The Department supports the International Maritime Organization's proposal to require that accurate weights of loaded containers be recorded on shipping documents transmitted with international cargo. This measure would improve ship and port safety and significantly reduce the number of overweight vehicles on our highways. Overweight trucks damage the highways which provide access to Amrica's ports. The problem of transporting overweight containers must be resolved without impeding the movement of waterborne commerce through our nation's ports or damaging America's competitive position in the world marketplace.

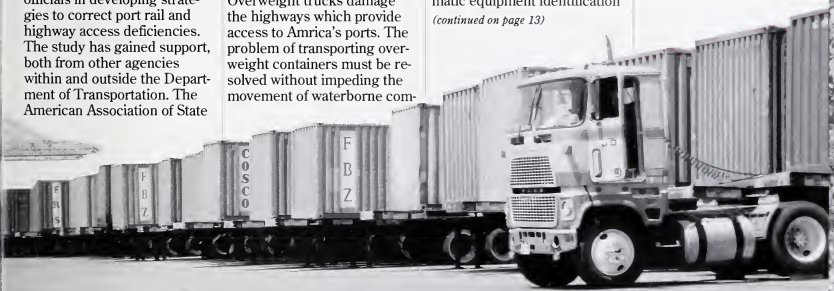
TECHNOLOGICAL ADVANCEMENT

Earlier this year, the Department of Transportation sponsored a transportation technology exposition presenting some of the impressive technological advances which are changing the transportation industry today — and previewing some of the advancements to come. One such technology is radio frequency identification, which was the result of research, development, test, and evaluation work performed by our Cargo Handling Cooperative Program (CHCP). The (CHCP) is a cost-shared program in which MARAD (Maritime Administration) supports the efforts of U.S.-flag carriers to improve cargo handling through new technology and systems.

Another current project under CHCP deals with automatic systems for determining both container location and stack position in the terminal. This real-time inventory capability will coordinate with automatic equipment identification

(continued on page 13)

"Infrastructure now means productivity in the marketplace, jobs, access to goods and services...economic vitality, safe transportation and quality of life."



CHAO

(continued from page 12)

technology. A third project involves voice recognition systems for communicating information about container conditions and contents directly into computers, thus avoiding the need for keying in or writing information. MARAD also participated in the San Francisco Bay Area Seaport Plan. This plan identifies long term land and transportation infrastructure needs for handling marine cargo. The plan was a cooperative effort of the San Francisco Bay Conservation and Development Commission and the Metropolitan Transportation Commission, as well as Bay Area ports and Federal, state and local governments. It is periodically updated from the initial effort completed in 1982.

The Golden Gate Ports Association and MARAD have also taken the lead in sponsoring a project with the six member ports to develop a generic design of a community cargo release system compatible with U.S. Customs' Automated Commercial System.

In 1989, MARAD and the Federal Railroad Administration, another Department of Transportation agency, jointly undertook a study of the implications of double-stack train service and the development of containerization of domestic shipments on ports, maritime, and railroad industry operations. The study considers the development of the double-stack system in the United States and its evolution to current levels of over 100 weekly eastbound double-stack departures. The study was completed in July 1990.

The study projects hypothetical year 2000 double-stack traffic and is considering the potential diversion of domestic boxcar and truck-load shipments to containers, comparable to the anticipated growth in international traffic. Railroad terminal and equipment needs, as well as operational, technological, economic, and financial requirements are being examined. The study also is addressing the implications of intermodal relationships and port and ocean carrier issues. We believe the study will provide an excellent review of double-stack technology and snapshots of its potential problems and opportunities.

The Department's top priority is safety. Our next objective is development of a truly intermodal national transportation system second to none in the world. We must continue to refine and improve it through research and development, innovation, technology transfer, and investment from public and private sources. I assure you that the port and terminal system, like all other segments of the transportation industry, has the complete support of the Department of Transportation and we are diligently working toward positive solutions.

"Our...objective is development of a truly intermodal national transportation system second to none in the world."

IT'S KNOWN AS THE LONGEST PIER INTO THE BAY ON THE SAN FRANCISCO SIDE, BUT TO THE HUNDREDS WHO CAME TO ITS GRAND OPENING IN LATE OCTOBER, PIER 7 WAS ALSO CONSIDERED THE MOST BEAUTIFUL PIER EVER CONSTRUCTED ON THE WATERFRONT. FLANKED WITH OLD-FASHIONED EMBARCADERO LIGHT FIXTURES AND ORNAMENTAL IRON HANDRAILS, THE NEW PUBLIC ACCESS AND FISHING PIER BOASTS ONE OF THE MOST SPECTACULAR VIEWS OF THE CITY, FEATURING ANTIQUE STYLE IRON/WOODEN BENCHES AND TIMBER PLANK DECKING. THE $6.5 MILLION PIER WAS OFFICIALLY DEDICATED BY S.F. MAYOR ART AGNOS WITH DOZENS OF SCHOOL CHILDREN AND SENIOR CITIZENS PARTICIPATING IN THE FREE FESTIVITIES. LEADING THE CROWD ONTO PIER 7 WERE (LEFT TO RIGHT) PORT COMMISSIONER ARTHUR COLEMAN, PORT COMMISSIONER DOUGLAS WONG AND PORT DIRECTOR MICHAEL HUERTA.

FOR THE FIRST TIME IN ITS EIGHT YEARS, FESTA ITALIANA — A MAJOR COMMUNITY EVENT PRODUCED BY THE FAMILIES OF FISHERMAN'S WHARF — WAS HELD OUTDOORS IN THE CENTRAL PLAZA OF THE WHARF. THE ANNUAL EVENT LURED LOTS OF LOCAL FOLKS TO THE WATERFRONT WHERE THEY ENJOYED CONTINUOUS MUSICAL ENTERTAINMENT AND SAMPLED ITALIAN DELICACIES. PIER 45, THE FISH PROCESSING PIER THAT IS FORMER HOME TO FESTA ITALIANA, HAS JUST RECEIVED $4 MILLION IN STATE AND FEDERAL GRANTS FOR EARTHQUAKE REPAIRS.

NEDLLOYD'S VAN DIMEN MADE ITS MAIDEN CALL TO SAN FRANCISCO UNDER THE NEW TRANSSHIPMENT HUB SERVICE CONNECTING NEDLLOYD'S FAR EAST AND LATIN AMERICAN TRADE. NEDLLOYD RECENTLY EXPANDED ITS HUB OPERATIONS AT S.F.'S NORTH CONTAINER TERMINAL TO 96 SHIP CALLS A YEAR. JOINING IN THE MAIDEN CALL CELEBRATION ARE (LEFT TO RIGHT): LOEK KUILBERG (GENL. MGR., NEDLLOYD LINES, ROTTERDAM), TERRY HAMID (PORT OF S.F.), FERGUS MORAN (METROPOLITAN CA STEVEDORE), CAPT. HANS HOEBEEK (OP. MGR., NEDLLOYD TRANSSHIPMENT SERVICE), CAPT. D.F. VAN WOERDEKOM (SHIP CAPTAIN), DR. ARTHUR COLEMAN (PORT COMMISSIONER), CAPT., HENRY DE WITT (VP OP., NEDLLOYD), MR. CASTIEN (CHIEF OFFICER, NEDLLOYD), R.E. SPELD (DIR., NEDLLOYD), JOHN ELLIOT (CONTROLLER, MET. CA STEVEDORE), RODNEY GANDA (CONTRACT MGR., MET. CA STEVEDORE), ROBERT ROACH (VP, MET. CA STEVEDORE).

WHARFSIDE
The Port of San Francisco
Ferry Building, CA 94111

Wharfside 04
Documents Department
San Francisco Public Library
Civic Center
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TOP: 10/17/90 — EARTHQUAKE ANNIVERSARY CEREMONY AT FERRY BUILDING, PORT HEADQUARTERS

ABOVE: PORT DIRECTOR ANNOUNCES RECEIPT OF EARTHQUAKE REPAIR FUNDS.

LEFT: WHARFSIDE 1989 — THE UNFLAGGING SPIRIT OF THE PORT

WE STAND COMMITTED: A YEAR OF RECOVERY FOR S.F. PORT

SF
P55
#45
MARCH/
APRIL
1991

THE PORT OF SAN FRANCISCO

WHARFSIDE

MARCH / APRIL 1991

THE PORT OF SAN FRANCISCO

COFFEE

SAN FRANCISCO'S COFFEE INDUSTRY LEAPS INTO THE FUTURE

INSIDE:

CRAB FISHING IN SAN FRANCISCO BAY

also

DOCKSIDE AT THE NEWSPRINT TERMINALS

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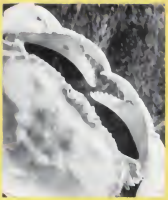
San Francisco's Coffee Industry Leaps into the Future

Last Line 14



Many of us savor our morning tradition of drinking a fresh brewed cup of coffee while reading the newspaper. We take these little luxuries for granted and expect certain conveniences to always be there. And with a smooth running port operation that employs state-of-the-art facilities and dedicated dock workers, there is an assurance that the goods and services which are vital to everyday living remain a mainstay in our lives. ▼ **WHARFSIDE looks at a few** of these simple commodities—coffee, newsprint, crab—that have evolved into traditional industries in San Francisco. With the recent designation of San Francisco as the third U.S. coffee futures delivery point, local beaneries should get a good boost in business while consumers might notice a spot market in gourmet coffee springing up in 1992 (see page 11). Our port has been receiving newsprint rolls since they were first rolled out by hand carts from the tween decks and lower holds of coastal traders, a far cry from the highly mechanized vacuum lift methods employed today at the Port's two major newsprint terminals (page 3). Crab fishing has provided many San Francisco families with a healthy livelihood, and fourth generation crab fisherman Tony Casali is living proof of this strong tradition (page 7) ▼ **Coffee, newsprint, crab . . .** these are some of the daily products moving through our port and into the average home. Making sure the wheels of trade and commerce move smoothly forward is the port's responsibility . . . and it's a duty we don't take lightly. ◘ Editor: Wendy Ho Iwata

EXECUTIVE

DIRECTOR'S REPORT

Michael P. Huerta
Executive Director

We in the port industry have always prided ourselves on our contribution to the local economy. We are a driving force in the regional business machine. But in today's political and economic climate, ports can no longer be content to simply serve as economic generators. Ports, too, must break out of our "cocoon."

Since the the late 1950s when the Embarcadero Freeway was erected on San Francisco's waterfront–cutting a wide swath between Port piers and downtown–Port lands were physically separated from the rest of the City. Now with the demolition of the earthquake-damaged Embarcadero Freeway, a tremendous opportunity exists for the Port to physically break out of its shell and enmesh itself with the exciting myriad of city waterfront projects underway. These projects include new landscaping and parkways, improved public transportaton service and, most importantly, the Port's embarkation on a comprehensive land use plan that will guide us well into the future.

As the freeway "wall" comes down, the Port continues to carry out its strategic goal of being "responsive to customers and the public." "Waterfront Daze In May" is this year's Port campaign to draw residents down to the bay to experience whaleboat races, historic tall ship visits and bay boat tours. We work closely with shipping lines and support industries like ship repair to pursue legislation to keep American industries competitive. We involve community groups in promoting public access events like the Pier 7 grand opening or free whaleboat race entertainment on the Waterfront Promenade. We work hard with media groups to publicize our maritime achievements, such as San Francisco's recent designation as the third U.S. coffee futures delivery point.

Now's an exciting and propitious time for the Port of San Francisco. We at the Port feel privileged to have an active role in this waterfront rennaissance.

CREDITS

If you wish your name to be added to our mailing list, please contact:

Wharfside
The Port of San Francisco
Ferry Building
San Francisco, CA 94111
(415) 274-0400
FAX (415) 274-0528
Telex 275940 PSS UR

Port Commissioners:
James R. Herman, President
James Bauskos, Vice-President
Dr. Arthur H. Coleman
Douglas F. Wong
Anne W. Halsted

Executive Director:
Michael P. Huerta

Editor:
Wendy Ho Iwata

Design:
Yamaguma & Associates

Contributing Writers:
Suzanne Cauthen (pg. 3)
Steven Heimoff (pg. 7)
Don Shoecraft (pg. 11)
John Neudecker (pg. 10)

Photography:
Mark Snyder

WHARFSIDE is published bi-monthly by the Port of San Francisco's Government and Public Affairs Office. (Veronica Sanchez, Govt. & Public Affairs Dir.; Wendy Ho Iwata, Public Relations Mgr.; Tom Gross, Mgmt. Asst.)

Agency Representation:

JAPAN

Japan Representative Office of the Port of San Francisco
Honcho 3-9-4 Building, 4th floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone 03-808-1804
Telex: USA 7608202 BRCTYO UC
FAX: 03-808-1800

TAIWAN

Grand World Shipping Agencies, Ltd.
Asia Enterprise Center 14/F
600 Minchuan East Road
Taipei, Taiwan
Telephone: (02) 7169555
Telex: 13072 GRANGREN
FAX: 886-02-716-9558

US MIDWEST

Trade Reps Ltd.
9420 W. Foster Avenue, Suite 107
Chicago, IL 60656
(312) 992-0709
Telex: 910 2530336
FAX: (312) 992-1225

In an era when the maxim "there's nothing as constant as change" is an apt description of the San Francisco waterfront, the orange and black logo of Marine Terminals Corp. is a reassuring landmark.

The Business Worth more th

On April 28, 1991, the pioneering stevedoring land terminal concern celebrates its 60th birthday. And, significantly, the terminal MTC manages at Piers 27-29 today is just down the Embarcadero from its founding site at Pier 39.

A crisp wind livens the air at dockside. Ellett V. Horsman, MTC's energetic general sales manager, climbs out of his brown camper and into the terminal that has been handling newsprint continuously since its start in 1931. Between telephone calls, he talks about the newsprint industry.

Newsprint handling is a steady revenue-producer for Port of San Francisco and is its largest single import commodity by volume. In 1990, the Port handled 147,000 metric tons of newsprint, valued at over $73 million. San Francisco handled 85 percent of all Bay Area newsprint imports in 1990 and 98 percent of all Canadian newsprint imports to the region. The Port handled over 16 percent of total U.S. West Coast newsprint imports.

Almost all (92 percent) of San Francisco's newsprint comes from Canada where newsprint is made from wood chips and wood pulp. Basically, wood is ground up, some chemicals are thrown in and, voila, out comes paper. The remaining eight percent of San Francisco's newsprint volume comes from Europe and that's usually glossy, magazine-type paper.

The specialty cargo is unloaded at two sites: Marine Terminals' 15 acre facility at Pier 27 and Forest Terminals' 6.5 acre site at Pier 48 owned by Fletcher Challenge.

Four newsprint carriers regularly serve the MTC Terminal at Pier 27: Canadian Transport, a subsidiary of MacMillan Bloedel of Vancouver, B.C.; Norsk Pacific Steamship Co., which is owned by Fletcher Challenge; Seatrans of Bergen, Norway, which moves newsprint for Canadian Pacific Forest Products; and Norwegian-flag Star Shipping Co. Newsprint vessels from Scandinavia use the Pier 27 terminal intermittently.

Newsprint is one of the last regular breakbulk cargoes on the West Coast...In San Francisco, it's the largest single import commodity by volume.

On hand at Pier 27 while Seatrans' Gold River is in port is Captain Bill Boyington, a 35-year associate of Marine Terminals which calls him "the newsprint czar." Boyington, currently a consultant to Seatrans, explains how MTC specially designed vacuum lift equipment for both dockside and shipboard newsprint handling, equipment that's faster and far less damaging than traditional squeeze lifts.

A sideport ship, as its name implies, opens on its side, he says. This facilitates off-loading of the

an the paper it's printed on

big rolls of newsprint, which are brought up on an elevator and moved to dockside on either a conveyor belt or a platform which extends over the deck. The big 2200-pound newsprint rolls are transferred to the dock by state-of-the-art vacuum-lift trucks.

These vehicles are rolling illustrations of the vacuum principle. A vacuum pump on top of the lift-truck evacuates the air from the hollow core of the newsprint roll, and sturdy discs attach to the rolls like suction cups. The rolls are lifted and moved to the transit shed. At this point, a switch activates a valve, which admits air to the chamber. The vacuum is broken and the load is released. A top lift truck can move as many as four rolls of newsprint at a time. Boyington says a normal load is two rolls. Average Pier 27 turnaround time for a vessel carrying 4000 rolls of newsprint is 16 hours.

Marine Terminals own 40 vacuum lift trucks and has a full complement of vacuum lifting gear at its northern and southern California terminals. Horsman values the company's equipment inventory at around $3 million, some $1.5 million of it is in San Francisco.

He said MTC works with its steamship customers to design equipment and ships tailored to the demands of the specialized trade. Newsprint handling has been a premier service provided by this stevedore and terminal operating company.

As Marine Terminals Corporation celebrates its 60th birthday in April, board chairman Chris Redlich Sr. remembers how MTC began.

"It all started in Seattle in 1925. My old man (Ellett W. Horsman, MTC's founder) was Seattle port captain for Admiral Oriental Line, an affiliate of the Dollar Steamship Company, which later became American President Lines."

"Captain Dollar wanted to start a stevedoring company in San Francisco and he approached my father to organize and run it." The family moved to San Francisco where Mr. Horsman started Pacific Lighterage Co., which supervised cargo handling operations for the Dollar Line fleet and other carriers.

Among the latter was the large intercoastal operator, Panama Pacific Line, which plied the water between San Francisco and New York via the Panama Canal. (Panama Pacific was linked to the Roosevelt family shipping interests.)

Continued on page 5

MTC'S PRESENCE ON SAN FRANCISCO'S CENTRAL WATERFRONT DATES BACK TO 1931 WHEN IT OPENED ON PIER 39.

MTC MARINE TERMINALS CORPORATION

The Business of Newsprint: Worth

Continued From Page 4

In 1931, Dollar inaugurated a competitive intercoastal service, and Panama Pacific had to find another berth. The line asked Horsman to start a stevedoring company to handle their cargo. On April 28 of that year, Horsman established Marine Terminals at Pier 39.

"Panama Pacific Line had three big ships that carried 400 passengers. They would dock on Monday morning and leave on Saturday. We handled 18,000 tons of general cargo during that time." Redlich recalls that the coast-to-coast line had big house barges, which could carry 1500 tons of freight. "During the 1934 general strike, armed dock workers stood in front of the terminal while strikebreakers worked the ships inside."

Mr. Redlich joined MTC when he was but 16 years old, when the company was located at Pier 39. Upon graduation from Stanford University, he returned to full-time capacity at MTC with an unbroken work record, except for a tour of duty as an Army major during World War II.

Shortly after World War II, Mr. Redlich was joined by his half-brother, Ellett G. Horsman. As a team, Redlich's responsibility generally involved the operations and administrative aspects of the firm, while Horsman concentrated on the sales and contracting work until his untimely passing in 1982.

While Chris Sr. is still quite active as Board Chairman, his son, Chris R. Redlich Jr., is now the President and actively manages the corporation. They feel that the 60 years of continuity in family management enables MTC to build on its long-time relationships and is an impressive resume item for new customers.

Marine Terminals' clients constitute a roster of major steamship companies that have served the west coast over the last half-century: American President Lines, Pacific Far East Line, States Line, Swedish-flag Johnson Line, Mitsui OSK, Hanjin, Hyundai, Nedlloyd Lines and a host of others. (Nedlloyd recently signed a longterm transshipment hub contract with Port of San Francisco that promises to double the Port's annual container throughput.)

Marine Terminals is also the long-time stevedore for Canada's newsprint manufacturing giants: MacMillan Bloedel, Fletcher Challenge and Canadian Pacific Forest Products. Fletcher Challenge purchased the business of local goliath — Crown-Zellerbach — some years ago. The Crown-Zellerbach building at Market and Sansome is a monument to that company.

In addition to supervising off-loading of the mammoth newsprint cylinders, MTC also coordinates and sorts them to facilitate timely delivery to the newspapers whose presses are waiting to gobble up the rolls.

The MacMillan mills supply newsprint to the San Jose Mercury-News, while the San Francisco Examiner and Chronicle are Fletcher Challenge's major customers.

Is newsprint a fixture on the San Francisco waterfront? Insiders point to two variables: the new land use plan underway at the port and changing demographics of the newspapers.

"One way or another, the newsprint business is here to stay," says Chris Blatt, terminal manager at Pier 48's Forest Terminals. "Newsprint is one of the last regular breakbulk cargoes on the

West Coast." Chris represents the third generation in his family who made their living on San Francisco's waterfront: his father, Herbert, was terminal manager at Forest Terminals and Chris' grandfather, Robert, was an agent for Waterman and Fred Noonan.

California's major newsprint market is in the Los Angeles area, home to the bulk of California's population. Market growth in northern California is "steady but not dramatic," says Paddy Sullivan, Forest Terminals' director of distribution. "We're in San Francisco because that's where our distribution pattern is."

"IT'S IMPORTANT TO HAVE A WORKING DOCK IN THIS INCREASINGLY WHITE COLLAR PART OF TOWN."

Sullivan applauds the port for "getting us back in business quickly" after the 1989 earthquake. During the tremor, a shoreside seawall collapsed and dropped over a foot. "The port moved right in to repair the damage and we only lost one day of paper delivery."

Does Forest Terminals have a wish list? Sullivan says the old finger piers at Pier 48 are too decrepit to rebuild. "We'd like a new, modern terminal." Pier 48 is directly across the street from the new Mission Bay project, and the Port succeeded in negotiating necessary land for the pier's operation and expansion.

Marine Terminals' lease has four more years to go, and the company wants to stay put. "Piers 27 and 29 are the major working cargo piers on the north waterfront," says Al Camilleri, manager of MTC's newsprint division. "It's important to have a working dock in this increasingly white collar part of town."

Marine Terminals is, however, on the move on another front. Its Steuart Street headquarters which the company has owned since 1939 is needed for a street-widening project in connection with the removal of the Embarcadero Freeway. Vice president Jim Wiltshire says MTC has located property nearby in the south of Market area.

Regardless of where its corporate offices are located, MTC intends to maintain its commitment to the newsprint industry. "We've been handling newsprint continuously since we started in 1931," Wiltshire says. "We intend to continue to offer our cargo handling expertise to the newsprint community."

more than the paper it's printed on.

Opposite page: MTC and SF Port officials welcome Seatrans' Gold River on its maiden voyage to the Bay Area last year. At right: endless rows of newsprint rolls fill Forest Terminals at Pier 48.

IN DEEP WITH TONY CASALI

FOUR GENERATIONS OF CRAB FISHING.

Ask about fishing on Fisherman's Wharf, and informed folks will steer you to Tony Casali. Tony has been hauling seafood out of these waters for his boat, the Mary C., for over thirty years, as did his father, grandfather and great grandfather before him. As much as anyone, Tony Casali puts the "fisherman" in Fisherman's Wharf.

"The salt of the earth," Joe Alioto, of the famed restaurant that bears his family name, says of Tony. "One of the few remaining from the old days." WHARFSIDE sat with Tony one sunny morning not long ago to talk about the future of the Wharf and learn about Dungeness crab.

Tony mostly crabs beyond Land's End, in the triangle formed by the Farallones, Bodega Bay, and Half Moon Bay — never inside San Francisco Bay itself. "It's illegal to fish the Bay," Tony says. "Too many sport fishermen were taking undersized crabs."

In his years at crabbing, Tony has seen a few changes. Modern methods have increased yields — "You get a little more educated on how to catch things," Tony says. For instance, in the old days, a boat would have fifty traps, whereas now it will have three hundred.

Also, crab used to be more popular than it is now. "I'll tell you why," Tony explains. "We never had imports from Alaska, Oregon or Washington back then. The only crabs that were here were caught right on our coast, okay? And we had seasons, okay? Everyone would quit around April, and then there wouldn't be any more crabs on the market until it all started again, in November. So people would build a taste for them. These days, you can buy crab twelve months a year. People get tired of eating them. All the crabs back then were sold in Chinatown or here on the Wharf. Today, ninety-nine percent of the locals don't come to the Wharf anymore...and they buy their crab at the local market."

Crabs, like people, have their good times and bad times. "We're coming out of a bad season now," Tony says. "And next year probably won't be much better, because we're not seeing too many small crabs. No small crabs this year, no big crabs next year. It goes through a cycle — three good seasons, and then a bust. Don't ask me why; it just has its ups and downs." Crab season ends on June 30 of each year. In the summers crabs molt, with a new shell growing underneath the old one. A crab caught in mid-July, say, would be as tasty as one caught in winter, but there would be a lot less meat and a lot more shell. When the season starts up again, on the second Tuesday of November, the crabs are fat and meaty again, and that is the best time to buy them.

Dungeness crab, named after a town in Washington State, is simply the name of the best local variety. There are other kinds of crab around — rock, stone, spider, tanner — but Dungeness, according to Tony, is the best, sweet and

Crab is king at Fisherman's Wharf, just ask any vendor.

mild. A nice, healthy Dungeness crab should weigh about 2 pounds and be about 7 inches across. When asked how he catches crab, you can almost see Tony visualizing each step as he describes it.

"We use a trap that weighs 80 pounds. It has two tunnels that go into the middle of the trap, with triggers on them, which opens inward but do not open outward. Okay? We use calamari, or squid, whatever you want to call it for bait. Crabs are not very smart. They walk in to get the smell. The traps have two escape rings on them, four and a quarter inches each, to allow the undersized crabs to get out. Each trap has a line that goes to the surface, with a styrofoam buoy attached to it, which is a different color for each fisherman. Mine's fluorescent red. Locally, all the guys know each others' colors. There's about 18 of us that fish crabs — you can mix colors until you get your own. For which territory to fish, it's first-come, first-serve. It works on an honor system."

"Okay, you've got your trap. I'll check my traps every day or two, weather permitting. I've caught up to a hundred pounds in a trap, but your average would be about five or six crabs. Further up north, toward Crescent City, you get much heavier catches. It's the pollution down here, the Bay doesn't flush out the way it used to, and that affects the worms, which the crabs love to eat. Back in the fifties, they caught 8-1/2 million pounds of crab around the San Francisco Bay Area. Now, it's dwindled down to about five hundred thousand pounds." Last year, however, was a banner year. The State Fish and Game Commission said that 2.5 million pounds of crab were caught in the Bay Area region, with a wholesale value of $3.7 million.

Tony's voice grows somber when he talks about the threats to continued fishing out of the Bay: pollution, tourism, imports. You sense a way of life disappearing before his eyes, and yours. "The guys, like me, who are here will stay," Tony says, "but the next generation won't. There won't be enough to invite new blood into the business. You know, being a fisherman is a good, clean life. You breathe fresh air, it keeps you healthy, you get

Continued From Page 8

IN DEEP WITH TONY CASALI

FOUR GENERATIONS OF CRAB FISHING

back from it what you put in. I don't know what will happen when my generation passes from the scene. It might just end here. Not in my lifetime, maybe, but eventually. It will be sad if it does."

The problem of pollution and seafood is one that has increasingly concerned people, but fortunately it's being tackled in a proactive way by the Federal government and the seafood industry itself. The lack of sanitation and inspection standards in seafood processing led Congress two years ago to urge the Food and Drug Administration to develop safety procedures similar to those in the beef, pork, and poultry industries. This is now being done through a program known as HACCP, or "Hazard Analysis Critical Control Point." It's a complicated mouthful to describe a simple process: making sure that seafood is inspected for maximum cleanliness and safety at every point, from the time it comes off boats like the Mary C to the time it lands on a consumer's plate.

While HACCP is still a few years away from becoming law, it's being tested in 15 seafood processing plants around the country. The only plant in California where HACCP is in effect happens to be Standard Fisheries Corporation, right on Fisherman's Wharf. In fact, over the years, Standard has bought salmon and crab from Tony Casali and sold fish to Joe Alioto.

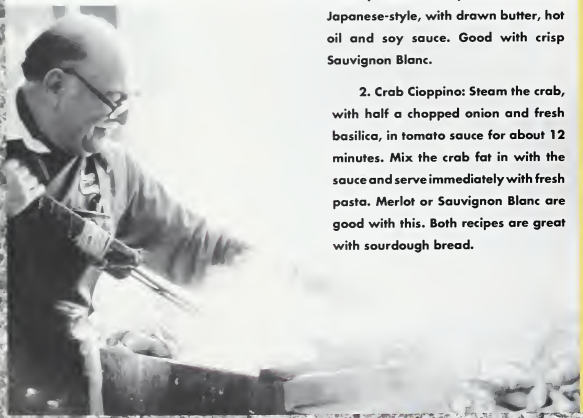
Here is one of Tony's favorite recipes for crab, his mother's Sicilian preparation: You pick the crabmeat out of the shell and make it like a meatloaf. Mince it, and add some parsley, and garlic, and breadcrumbs, and oregano, and Italian seasonings. Then you stuff it back into the shell and bake about 35 minutes in a pan with some water in it, then add a little ketchup on top and bake another ten minutes "We serve one crab per person," Tony says. "Delicious with a salad and French bread and red wine, of course. Red wine goes with everything."

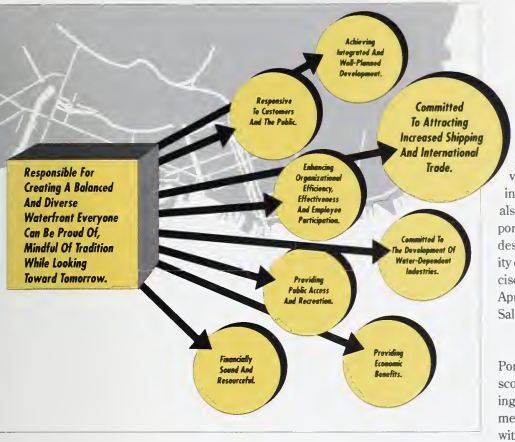
Joe Alioto is a crab fan, too. "I eat so much crab," Joe says, "I get hives." He estimates that close to a quarter of the 800 customers his restaurant feeds daily order some form of crab. "Crab is our king," Joe says, "and if it's not fresh, I won't serve it." As soon as crab season opens in November, the restaurant's local fans flock to it, because they know that is when the crabs will be the best. However you prepare your crab, Wharfside hopes you enjoy this San Francisco delicacy. And if you happen to see the Mary C. some morning heading out to the blue Pacific, give Tony Casali a wave. He might be catching your dinner!

Joe Alioto of Alioto's Restaurant in Fisherman's Wharf shared a few of his favorite crab recipes with Wharfside:

1. Boiled crab: Boil in water, to which has been added rock salt, for 10-15 minutes ("Some people like crab a little undercooked"), and serve immediately with small dishes of cocktail sauce or mayonnaise. Or you can serve it Japanese-style, with drawn butter, hot oil and soy sauce. Good with crisp Sauvignon Blanc.

2. Crab Cioppino: Steam the crab, with half a chopped onion and fresh basilica, in tomato sauce for about 12 minutes. Mix the crab fat in with the sauce and serve immediately with fresh pasta. Merlot or Sauvignon Blanc are good with this. Both recipes are great with sourdough bread.





mented to provide promotion and services to a larger base of Port users, including not only steamship lines, but also their customers—importers and exporters. A series of on-going programs designed to help improve the marketability of steamship lines which call San Francisco has been planned and begins in April with the first Port of San Francisco Sales Fair.

The partnership relation between the Port and its lines was more visibly underscored by immediate investment of growing maritime revenues in facility improvements—again a separate goal contained within the shipping initiative. Multi-million dollar improvements to the yard and gate facility at South Container Terminal were completed. Work then began on further modernization of North Terminal—another multi-million dollar undertaking which will be repaid with a larger share of the West Coast's container market.

For the future, increased planning effort is being focused on the needs of international shipping. In the near term, the stage is set for implementation of direct double-stack train service to the Port. Plans calling for the expansion of both container terminals and the creation of new ones are already being considered to better accommodate Northern California's growing container trade plus a much larger share of the intermodal cargo pool.

The Port's commitment to shipping is paying off. What can we accomplish in Year Two? Watch us and see.

Strategic Plan Update
Of Ships and Trade

Besides being the Port's historical calling, recent electoral trends confirm that the people of San Francisco, now more than ever, want to take pride in their port as a cargo handling center. So, when the Port of San Francisco's strategic plan was unveiled just one year ago, it came as no surprise that a strong commitment to shipping and international trade emerged as one of the plan's strategic goals. To add more credence to the Port's shipping goal, the year that followed was the most successful one ever for San Francisco as a container shipping port.

Resulting from the strategic plan was a clear initiative to improve San Francisco's position as an aggressive container port on the West Coast. The results? In the rankings of American container ports, San Francisco moved from 20th to 13th position during Year One of the Strategic Plan.

Comprised of five separate objectives, the container shipping initiative combined with other primary strategic goals to improve Port finances and to expand economic benefits to the community. For example, six of the Port's most important steamship lines entered new contracts with the Port which will return higher revenues during the next five years. One of these lines, Nedlloyd, became one of Northern California's busiest container handlers by nominating San Francisco as its main transshipment hub, a link between Asia and the Americas. Three new lines began business in San Francisco. New business for the Port created jobs and new business opportunities to fuel the regional economy—another key goal.

Another objective called for strengthening the Port's marketing effort, both individually and together with other Northern California ports. An expanded sales program has been imple-

SPECIALS

COFFEE

SF'S COFFEE FUTURES DESIGNATION PERKS UP LOCAL BEAN MARKET

SAN FRANCISCO'S COFFEE INDUSTRY LEAPS INTO THE FUTURE.

Coffee trade, as ancient as Ethiopian royalty, comes to the Port of San Francisco next year in its most modern form: Futures.

And port officials are looking forward to the opportunity of commodities trading here with the same anticipation Middle Eastern princes awaiting their next cup must have felt a thousand years ago when they figured out how to brew the bean.

In 1962, London's first coffee purveyor described drinking it thusly: "(it) quickens the spirits...makes the heart lightsome...and is good against sore eyes." Its tonic quality was just as invigorating to those in the business of importing and distributing the raw bean when the U.S. Commodity and Futures Trading Commission (CFTC) certified the new exchange.

Many of us know coffee beans after they're roasted (center photo p. 11) but Port warehouses receive the fresh beans in "pergamino" which are subject to frequent inspections by Food and Health officials (at right p. 12).

Spirits quickened, hearts and eyes lit up on February 21, 1991, to be precise, as San Francisco became the third national port of entry and distribution for coffee futures.

It means that arabica and other quality beans will be shipped and warehoused here on futures, where before some arabica but mostly lesser-quality robusta beans were shipped through on an already-sold basis.

The CFTC also primed the pump for San Francisco trade, discounting the price 2.25 per pound (225 points on the exchange) below New York. Discounting is intended to offset increased transportation costs for San Francisco futures. New York has the advantage of being the historic first exchange for coffee commodity futures. Importers, warehouses, weighers and samplers, roasters and shippers long ago created a compact, close-knit coffee community based on the trade in New York. Everything there is relatively close at hand. The same is true of New Orleans, the location of the second coffee futures exchange. San Francisco cannot claim the same kind of integration. Though in time things will even out against New York and New Orleans, for now San Francisco importers are looking for an immediate and dramatic boost in business.

Nestle\Hills Brothers Coffee Co. Chief Executive Officer Norman E. Dean, among those who worked for more than four years to win the CFTC's Coffee, Sugar and Cocoa Exchange approval, expects the new exchange to generate an additional one million additional bags of coffee for the Port of San Francisco. The local added economic impact, including futures contacts and new jobs, should reach $4 million by the end of the first two years of trading.

"Dock workers, the Port of San Francisco, trucking firms, samplers, weighers and local warehouses will all benefit from this effort," Dean said.

Coffee, one of the oldest items of Port trade, is the second largest in terms of dollar value and volume, which in 1989 was 82,000 metric tons worth nearly $170 million.

That statistic counts only coffee which had already been sold before being put aboard ship at its port of origin, a port most commonly located in Mexico, Guatemala, Costa Rica or Colombia.

The Port of San Francisco has been the off-loading point primarily for coffee purchased by one of the "big three" coffee roasters in Northern California: Kraft Gen-

eral Foods Corporation, makers of Maxwell House, Yuban and Brim brands; Nestle/Hills Brothers/MJB group, and Proctor & Gamble, maker of Folgers Coffee. Coffee is warehoused here and later shipped to their roasting plants in Union City and San Leandro in the San Francisco Bay Area and in Ripon in the San Joaquin Valley.

Futures trading means that "certified" coffee can ship to San Francisco unsold. W.C. "Dub" Hay, Vice-President of Commodities for Hills Brothers, explained that "importers look for opportunities. They look for the best destination for coffee and go that way."

"The significance to San Francisco is that importers have not been willing to bring coffee along to the West Coast unsold. They don't really want to bring it out here because there is no option for them. It might sit unsold, and the only way for them to move it is to lower the price. By lowering the price there is no way to maximize return."

Commodity trading allows a buyer and a seller to commit to a sale at some time in the future at a fixed price. How the obligation is fulfilled is at the heart of the art and science of making money.

An importer who warehouses a commodity today and finds a buyer to take delivery of that commodity in the future based on that price is hedging against a price increase. Miscalculations can cost money, but the uncertainties involved do not limit themselves to the mental gymnastics of financial wizards. A freeze or a storm in the upper elevations of the Colombian countryside cannot be foreseen, but it can wreak total havoc on coffee futures.

"There is considerable risk involved," Allen Sasaki, a commodities trader for Lonray Coffee Intl. of San Francisco and President of the Pacific Coast Coffee Association, observes wryly.

His Pacific Coast Coffee Association played a key role in bringing about the certification. Sasaki pointed out that the Association focused on the opportunities of commodities trading - it will do nothing to affect the risks: " A roaster can either contract for coffee in advance, or the coffee can come in unsold and be warehoused. Importers will sell it to roasters as there is a need."

"If the coffee we bring out here is certified and goes unsold to the roasters, the importers still have the option to deliver it to the exchange. Everybody tries to buy low, sell high. The exchange offers that opportunity," Sasaki concluded.

The experts also say a spot coffee market in premium beans is likely to develop, partly because boutique and gourmet coffee roasters are accounting for significant shares of consumption. New roasters are likely to set up in San Francisco and the Bay Area to take advantage of the increased supply of premium beans.

No other impact can compare with the meat-and-potatoes creation of jobs, however. Importers, shippers, warehouse operators, weighers and samplers, stevedores, teamsters, truckers - all areas will see some expansion as the market grows.

Coffee trade is a closely watched, precise business.

Since beans are certified for exchange according to exacting quality and quantity standards, the number of tasks expands with the volume of business. Jobs must be created to keep pace.

Samplers and weighers verify an import's grade and weight. A coffee contract specifies 37,500 pounds of graded

continued on page 13

Continued from page 12

COFFEE

SF'S COFFEE FUTURES DESIGNATION PERKS UP LOCAL BEAN MARKET

SAN FRANCISCO'S COFFEE INDUSTRY LEAPS INTO THE FUTURE.

product, and these third-party specialists see to it that the tonnage and quality is precisely what the contract, and the government, calls for. Trading is a cyclical process which essentially follows a one-crop cycle of one year. Coffee is the extract of a berry grown on a tree discovered in 850 B.C. in the Ethiopian province of Kaffa. Rulers of the area now called Yemen transported the tree across the Red Sea to the southern tip of the Arabian peninsula where its existence remained a carefully guarded secret for more than 400 years.

Royalty served the beverage to visiting dignitaries, but never showed the trees. It took another 500 years for the secret to get out and for the concoction to make its way to the New World via Western Europe.

Coffee was a minor consumer item in the Colonies, though coffee plantations covered many thousands of acres in Martinique, Puerto Rico and other Caribbean islands. That changed in 1776. Few things in history boosted coffee consumption more dramatically than the Boston Tea Party.

In the modern era, growers in Central and South America supply the majority of the North American market. Coffee is harvested at different times from October through December, depending on the latitude and altitude of the plantation.

Appearing much like a cherry with an outer layer enclosing a hard pit, the newly-picked bean is processed to a state called "pergamino"; that is, its outer layer is removed and the pit dried with its "skin" on. Traders refer to this skin, resembling the skin of an almond, as "parchment."

These traders operate as they have for generations, buying and selling huge quantities of coffee on nothing more than a spoken agreement.

Trading on contracts worth millions still operates on the honor system. Buyer and seller set a price on the telephone and the paperwork follows later.

Containers full of bags of certified coffee "in pergamino" arrives at the Port of San Francisco, are offloaded either to be shipped to a roaster or wait in a warehouse for favorable market conditions. As long as the beans are in pergamino, they keep for a year or longer without deterioration.

When a roaster takes delivery, processing quickly follows. The beans are dry milled to rid them of the parchment, roasted, ground and vacuum-packed in a process patented at the turn of the century.

It is an up-and-down business subject to the whims of taste and fashions as well as the dictates of international trade agreements.

World trade suffered in 1989 when coffee switched from a staid commodity business to free market standards. Prices plunged. Shipping cartels changed policies to encourage competitive pricing. Ports launched aggressive programs in competition against other ports and other nations. The Port of San Francisco was in the thick of it, working with local industries to win the Coffee, Sugar & Cocoa Exchange's validation of a commodities trade. The value of some coffee contracts plunged from $1.30 per pound to the mid-'90s, where it stands now.

One measure of the fluctuation has been the quantity of product still warehoused at primary distribution points - currently there are over 1 million bags of certifiable coffee at New York and New Orleans.

A slow, steady rebound characterizes the market of the last few years, however. San Francisco's share of the West Coast coffee business grew four percent from 1988 to 1989 and now accounts for 79 percent of all coffee imports from South America to the West Coast of the United States.

San Francisco handles 91 percent of Bay area coffee imports from Latin America.

◀ Back by popular demand after its premier season last year, the Port again offers waterfront tours of the Bay starting in May. Adventurists can see our legendary waterfront and working industries from a whole new point of view. For tickets to the two-hour tours, call (415) 775-2021.

▲ The new temporary ferry shelter tent, resembling a mini "Taj Mahal" to some, was erected on the north side of the Ferry Building to protect waiting ferry riders from the elements. The Port was able to construct this temporary shelter with Metropolitan Transportation Commission grant monies following the ferry's usefulness after the Bay Bridge collapse in the Loma Prieta earthquake. The Port also received $880,000 in grant monies (Federal Highway Administration and Caltrans) for permanent ferry terminal improvements, and construction on the permanent facilities will begin late 1991.

▲ Distinguished by a soaring glass sail, a three-story glass globe/cinema, and waterfront park designed by Tivoli Gardens of Copenhagen, the Scandinavia Center won exclusive negotiation rights with the Port to develop a new international cruise terminal at Piers 30/32. The proposed state-of-the-art cruise passenger terminal features the World Centre, dedicated to the founding principles of the United Nations; a Scandinavia Center exhibition hall and maritime complex; a small marina for visiting yachts and a 360 room cruise hotel located across the street.

LAST LINE

As the wall comes tumbling down . . . the Port's headquarters, the landmark Ferry Building, will get a whole new view of life with the removal of the earthquake-damaged Embarcadero Freeway. Exciting plans are now underway to visually "connect" the Ferry Plaza, known as the doorstep to San Francisco, with the rest of the City. During demolition, Port staff worked to ensure traffic access for Port industries and other waterfront enterprises.

They start arriving in January, and by the end of February the entire Fisherman's Wharf community is aware of the massive presence of the 400 plus sea lions nestled at Pier 39. Due to a plentiful herring supply (see back cover), the boisterous pinnipeds have found a "natural habitat" that draws residents and tourists alike to the waterfront. Pier 39 and the Marine Mammal Center launched a free docent program to educate visitors about the California sea lion, its range, habitat and adaptability.

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CATCH OF THE SEASON: ANOTHER SUCCESSFUL FISHING SEASON ENDED MARCH 8 WITH ALMOST 7000 TONS OF HERRING CAPTURED. THE SEASON BEGAN AT THE END OF NOVEMBER LAST YEAR. HERRING IS THE MAJOR COMMERCIAL FISHERY IN SAN FRANCISCO BAY.

ONE OF TONY CASALI'S DUNGENESS CRABS VISITING WHARFSIDE

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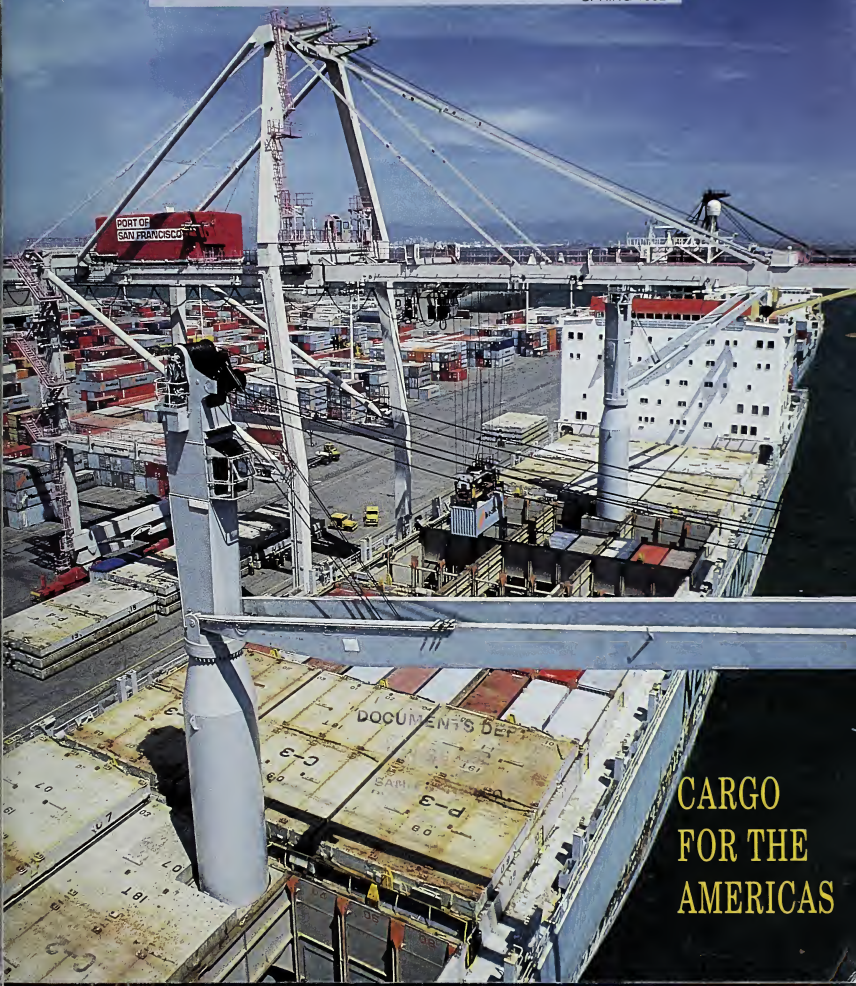
THE PORT OF SAN FRANCISCO

WHARF SIDE

SPRING 1992



CARGO FOR THE AMERICAS

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Design: Nanci Chin Graphics

PORT OF SAN FRANCISCO

Port Commissioners
Douglas F. Wong, President
James R. Herman, Vice President
Dr. Arthur H. Coleman
Anne W. Halsted

Executive Director
Michael P. Huerta

Agency Representation

Japan
Japan Representative Office
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 107
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

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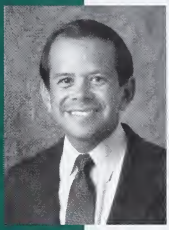
WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

On February 25th the Port, together with Pacific Shipper, *played host to San Francisco's first-ever Latin American Trade Fair. Entitled "Latin America — Our Trading Partners for the 90s," this unique meeting drew together more than 200 people to explore burgeoning trade opportunities.*

The list of supporters, exhibitors, and co-sponsors reads like a Who's Who in City and Federal government, shipping lines, coffee producers, and Bay Area port services, indicating the broad support for expanding hemispheric trade. From the Hispanic Chamber of Commerce to the Mayor's Office of Economic Planning & Development, everyone is excited about what's happening in this rapidly-developing economic area.



The Port intends to play an active part in this growth. Already nearly 40% of the Port's imports come from Latin America, and with our designation as a coffee futures exchange port, we expect continued growth. We will be aggressively conducting market research in Latin American opportunities and will be working with our customers to develop and expand trade opportunities.

We are working to improve our cargo terminal infrastructure, to enable us to respond to the increased trade we expect to generate. In April the requests for bid went out on the $6 million North Container Terminal (Pier 80) repair project, and our efforts as part of the Bay Area dredging coalition continue.

Customer service remains our focus . . . whether in Cargo Services, Internal Services, Planning and Community Affairs, or Tenant Services. We're excited about all the projects we're working on and the benefits they will have for the Port and the people of San Francisco.

In today's global economy, coalitions and cooperative agreements are emerging as the basic blueprints for success and growth. By the end of this year the European Community will come into being, a zone of "borderless" countries, with free movement of goods, services and people.

Central and South America: Growing Trade Opportunities

As this integrated market emerges, many in the United States are convinced that something similar could, and perhaps should, happen in the Western Hemisphere. In an effort to explore the reality of these beliefs, *Pacific Shipper* magazine and the Port of San Francisco joined together earlier this year to host a Latin American Trade Fair, attended by more than 200. Experts in economics, finance, and trade presented detailed analyses of the economic situation and outlined possible trade opportunities.

Betty Neuhart, Director, Western Region U.S. Department of Commerce International Trade Administration, described the 1980s as a "lost decade" for Latin America. She explained that this sense of loss was due to "protectionism, large debt (with high interest rates), the inefficient government-run businesses and monopolies, the ineffective tax systems, and the disastrous monetary par problems," all of which combined to cause "capital flight, runaway inflation, underdeveloped and deteriorating infrastructures, shrinking economies, and pervasive poverty."

What was lost in the 80s has been found in the 90s. Sweeping political and economic reforms have put most of Latin America well on the road to recovery, and the area ranks among the fastest growing markets for U.S. exports. Economists predict that real economic growth will be faster in Latin America than in the industrialized world.

While U.S. exports worldwide rose 7% last year, exports to Latin America saw a 15% gain. The trend towards market liberalization in Latin America is expected to mean continued growth, and some market observers predict a possible free trade zone from Alaska to Argentina, from the Atlantic to the Pacific.

Trade Opportunities

Improved economies and reduced inflation in Latin America have improved the buying power of the people. Latin American consumers are on a buying spree, and experts see good prospects in consumer goods and services, particularly travel and tourism services, automotive parts and services, household goods, franchising, and textiles.

Privatization of government-run industries is opening up significant export opportunities, as is growth in public sector spending. Industries which fell far behind under government control are facing extensive modernization. As countries are selling state-owned businesses, many are using the money to revitalize their infrastructure, and roads, tunnels, bridges and a variety of public works projects are planned or in progress.

The Department of Commerce annually develops a country marketing plan (CMP) for each country where a Commercial Officer is stationed. Each CMP includes a list of "best prospects," and for the Latin America Trade Fair these were compiled into a Top 10 Export Prospects list:

- aircraft and parts
- computers, peripherals, software and services
- electronic components
- industrial chemicals
- medical equipment
- metal-working equipment
- mining industry equipment
- oil and gas field equipment
- plastics industry machinery
- telecommunications equipment

Another key growth area is insurance services, and, with the building boom that some areas are experiencing, construction support (building supplies, furniture, fittings, security systems, etc.) is expected to be strong.

Robert West, Senior Associate, Temple, Barker & Solace, predicts that seaborne exports to Latin America from the West Coast will grow at a rate of about 6.4% per year in the near future, while imports will increase 5%. Currently, exports to Latin America account for 12% of the Port of San Francisco's total volume.

Around 40% of the Port's total import volume is from Latin America, consisting of items destined for the West Coast as well as material which is trans-shipped to Asia. Food and agricultural products make up the bulk of both. Trans-shipped products include wine, canned beef, frozen shrimp, plant stocks, and fruits and vegetables, while inbound cargo is primarily coffee, cocoa, and frozen beef.

Coffee is expected to show significant growth this year with the designation of the Port as a Coffee Futures Exchange. Norman Dean, Chairman and Chief Executive Officer of Nestle Beverage Company (parent company to Hills Brothers, MJB, Nescafe, and other coffee producers), estimates the Port will see about a million bags of coffee a year in new import business, beginning in July 1992.

Laura Ryerson, Dean Witter, echoes his enthusiasm, and adds that this will increase demand for warehouse space, trucking, insurance services, cargo handling, and customs clearing. Both expect to see local roasters increasing the demand for gourmet beans.

Nedlloyd hub operations at the Port have contributed significantly to the recent growth in traffic to and from Latin America and to the Port's 54% growth in container cargo. As Nedlloyd's sole West Coast port, San Francisco receives all the line's Latin America cargo. Tom Hansen,

Paul Buytendyke discusses Latin American economics.

Nedlloyd Director of Operations, describes the increased traffic as the natural result of consolidating piecemeal, occasional liner operations into large, regularly scheduled shipments. Someone who wants to export to the U.S. West Coast from anywhere in Latin America can now plan accurately and can take advantage of the efficiencies of speed and scale that a large shipping operation offers.

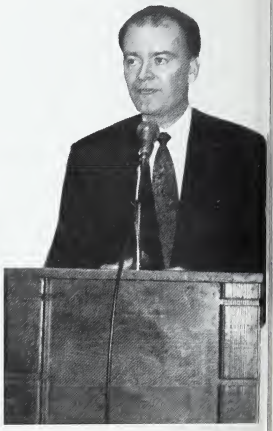
Federal Initiatives

Whether or when a Western Hemisphere Free Trade Zone happens will depend, in part, on the progress made on a number of initiatives already in progress. According to Paul Blakeburn, Office of Bilateral Trade Affairs, U.S. State Department, the U.S. is pursuing a three-pronged strategy: the improvement and strengthening of the GATT (General Agreement on Tariffs and Trade), negotiation of NAFTA (North American Free Trade Agreement, and implementation of the Enterprise for the Americas (EIA) Initiative.

The Uruguay Round, begun in 1986, is the first multilateral trade negotiations under GATT to consider "new area" concepts (services, intellectual property rights and investment). The U.S. is pushing for comprehensive reform of agricultural trade, expanded market access for goods and services, controls over trade-distorting subsidies, rules to control the "new areas," and more opportunities for developing countries.

NAFTA would link Canada, the U.S. and Mexico into an integrated market which would be larger in size than the European Community. By freeing the countries from tariffs and trade quotas, import licensing, and other barriers to trade, NAFTA would open up new markets for goods and services.

The EIA, proposed by President Bush in 1990, seeks to expand trade, encourage continued liberalization of trade throughout the hemisphere, and foster economic and democratic reform. It envisions a more-equal and market-oriented relationship between countries, with free trade agreements being created as nations join GATT and reduce existing trade restrictions. Capital investment, which will follow improvements in trade opportunities, is expected to enable countries to deal with debt problems, which, in turn, encourages further investment.



Mayor Frank Jordan addresses the importance of Latin American trade.

The federal "works in process" offer encouragement for expanded trade with Latin America, but even more important for the Port of San Francisco and companies interested in opening or expanding trade with Latin America are some of the things which have already happened politically and economically:

ATPA (the Andean Trade Preferences Act) signed in December 1991, grants duty-free status for 10 years for designated goods coming to the United States from Bolivia, Colombia, Ecuador, and Peru. This new law is similar to the Caribbean Basin Initiative, which resulted in a 30% increase in exports to U.S. It is estimated that $250-300 million of Colombia's exports, $50 million of Peru's and $20 million of Ecuador's qualify for the preferential status.

These countries, plus Venezuela, have been part of the Andean Pact since 1969. In December 1991, they agreed to create a free trade area (FTA) between Venezuela, Colombia and Bolivia as of January 1992, with Peru and Ecuador joining by July 1992. In addition to the FTA, the Pact agreed to sweeping reforms in foreign investment, patent and trademark protection, and external tariffs.

CACM, the Central American Common Market agreed in 1990 to form an economic community. They now have common external tariffs of 5-20% and will initiate a free trade agreement in agriculture in 1992.

CARICOM, the 13-member Caribbean Common Market, signed a Trade and Investment framework agreement with the U.S. in July 1991, with the first meetings of the bilateral Trade and Investment Council established by the agreement scheduled for early 1992. Venezuela has applied for membership in CARICOM and has offered

THE IMPORTANCE OF NAFTA

Paul H. Blakeburn, Director, Office of Bilateral Trade Affairs, U.S. Department of State, describes the North American Free Trade Agreement (NAFTA) as our "top priority for hemispheric trade liberalization." The following excerpts from his speech at the Port of San Francisco's Latin American Trade Fair explain why.

The overarching goal of the NAFTA negotiations is to achieve the maximum liberalization possible in trade and investment.

NAFTA will constitute the world's largest market, with annual production of $6 trillion and more than 360 million people. It will stimulate regional economic growth and development in North America, and will enhance the competitiveness of each of its member countries. It will reinforce the hemispheric trend toward democratization and political reform.

NAFTA will also serve as an important precursor to further economic growth, cooperation and stability throughout the hemisphere... It will complement and extend the trade liberalization measures we expect to complete multilaterally...

NAFTA will solidify our economic and political relationship without critically important neighbor, Mexico. It will also result in significant economic benefits to the United States.

Mexico is our third-largest trade partner (after Canada and Japan) and our fastest growing export market. We sell more per capita to Mexico ($330) than we do to the far wealthier European Community market ($300).

Mexico has a propensity to consume U.S. goods. The United States supplies 70% of Mexico's imports. ...Total U.S. exports to Mexico, $12 billion in 1986, more than doubled by 1991 to an estimated $28.4 billion — a rate of increase almost twice as fast as the growth in our overall exports. ...If we exclude oil, we have a trade surplus with Mexico.

Each billion dollars in exports to Mexico adds almost 20,000 export-related jobs to our economy.

Both Mexico and the United States agree that efforts to increase growth through an FTA should be complemented by cooperative efforts to enhance environmental protection. A strong economy and a healthy environment can be, and should be, mutually supportive.

its members an FTA. (Venezuela has also had preliminary FTA discussions with CACM.)

MERCOSUR, a southern Common Market made up of Argentina, Brazil, Paraguay, and Uruguay, was kicked off in March 1991 with the signing of the Treaty of Asuncion. The member states agree to set up a customs union and common market by the end of 1994, one aspect of which is reducing import duties to zero for trade among themselves. MERCOSUR represents a market approximately twice the size of the Canadian market.

Mexican trade restrictions are easing as that country's economy is going through significant structural reform, including privatization of many state enterprises. Mexico has been lowering some tariffs and easing some import licensing and quota provisions, making trade increasingly more open to international competition. Some economists predict Mexico will see growth rivaling that of Asia's strong performers.

In 1991, Mexico, Venezuela, and Colombia formed what is known as the Group of Three (G-3), a coalition to promote energy cooperation. Members also pledged to create a free trade zone. Negotiations for a trilateral FTA are planned for 1992.

Getting Started

With the strong economic growth in Latin America, trade opportunities abound for companies of all sizes. Both the Small Business Administration (SBA) and the Department of Commerce (DOC) offer assistance for anyone seriously interested in getting into Latin American Trade. SBA provides information, management counseling, and a variety of loan programs, for both import and export ventures.

DOC International Trade Administration's focus is on exports. The District Office on Montgomery Street offers market research and strategic planning assistance, comparison shopping services, training workshops such as "Basics of Exporting," and access to a worldwide network of commercial officers and agents/representatives. Their library, open to the public from 9 a.m. to noon, includes the National Trade Database, with items such as the Foreign Traders Index, a listing of contacts which is updated monthly. DOC has trade specialists who concentrate on a particular industry and who can tell you about your product and find the best places overseas to sell it, find agents and representatives for you, identify trade fairs/shows at which to market it, and even help you advertise it. For $250 you can place an ad in *Commercial News USA* a monthly "catalog" of U.S. products that goes out to 100,000 people worldwide... a bigger circulation than that of *Business Week International*.

The DOC trade specialists helped San Francisco-based Emerson Flag Company land the account to supply flags to the 1992 Olympic Games, and recently arranged export of plastic welding and sonography equipment to Mexico and oil industry hydro-thermal test equipment to Venezuela. One issue of *Commercial News USA* featured computer products, including security systems from Fremont, market research software from Petaluma, and a bilingual word pro- cessor called "DosAmigos" from Foster City. The trade specialists describe the opportunities in Latin America as outstanding.

Supervisor Jim Gonzalez wrapped up the Trade Fair with a challenge for companies to explore the opportunities in Latin America and a promise that the City and the Port would continue to look for ways to help expand trade to this dynamic and growing area. ■

Trade Fair booths draw interest.

MEET ME at the PORT

... for parties, events, conferences

Picture the scene... you've just been handed the assignment to plan a big meeting, and the only guidance about what to do is "let's do something different, we don't want the same old thing." The only meeting places and party locations you know about are the area hotels and conference centers, but that's just more of the "same old thing."

Liven up your group's meeting or special event by coming to San Francisco's spectacular waterfront! From Hyde Street Pier to the southern waterfront, the Port of San Francisco is home to a number of meeting places with world-famous views, great dining and a special ambiance, places that can easily handle groups of all sizes. The only limits are your budget and your imagination.

To whet your appetite we've chosen to look at meeting places that can handle groups larger than 100. All firms listed here are Port Tenants, and the basic information is from the Facilities & Services Directory published by the San Francisco Convention and Visitors Bureau or from the tenants themselves.

HISTORICAL THEMES

Step back into the past aboard the 1886 square-rigged sailing ship ***Balclutha*** or embark on ***Eureka***, the last of the 1890 sidewheel ferries to operate in the U.S., at San Francisco Maritime National Historic Park's Hyde Street Pier. The vessels, which are open to the public during the day, may be rented for evening receptions or dinners. It is BYOC — bring your own caterer — for this adventure. The view of the Golden Gate from the decks of these historic ships is unequaled.

The ferryboat ***Santa Rosa***—the corporate headquarters for Hornblower Yachts— offers an elegant and spacious setting for events throughout the day. Located behind the bulkhead building at Pier 3, the vessel can accommodate up to 600 guests for a buffet or sit-down dinner, and is well-suited for banquets, weddings, receptions, or corporate meetings and special functions. The historic vessels are all permanently moored pierside, moving with the tides and the waves. While this adds atmosphere for most people, make sure you know whether anyone in your group gets seasick.

Ferryboat Santa Rosa 394-8900
Pier 3
buffet or sit-down dinner - 600

San Francisco Maritime National Historic Park 556-2904
890 Beach St
Balclutha
receptions/buffets - 250

Eureka
sit-down dinner - 300
reception - 600

FISHERMAN'S WHARF

The crab season (mid-November through June) is just one excuse to come to Fisherman's Wharf...that is, if you need an excuse. If your event includes guests from out-of-town this is a "must visit" area, and even the locals will have fun discussing how long it's been since they visited the Wharf. The sights, sounds, smells, and tastes of San Francisco's world-famous tourist attraction provide an unforgettable ambiance.

A. Sabella's	771-6775
Private Party - 150	
Franciscan	362-7733
Private Party - 200	
Main Dining Room - 150	
Castagnola's	775-2446
Private Party - 225	
Bay Room - 200	
Tarantino's	775-5600
Private Party - 165	

AFLOAT EVENTS

If getting out on the bay is your goal, there are a variety of ways to do it. For small groups you can charter your own personal yacht, and, for larger groups you can find a boat that fits your mood and pocketbook. ***Rendezvous Charters***, operating out of the South Beach Harbor (Pier 40), has a fleet of more than 20 vessels which can accommodate from two to 1,600.

Two fleets of charter boats ply the Bay: ***Red and White Fleet***, with boats for 50-650 people, offers regular ferry service to Marin and Sonoma counties, Angel Island, and Alcatraz, as well as bay cruises. ***Blue and Gold Fleet's*** three vessels provide ferry service to the East Bay and are available for receptions for up to 275 people or buffet dinners to 180.

For fine dining, ***Hornblower Dining Yachts*** and ***Pacific Marine Yacht Charters*** may be just the ticket. The ***California Hornblower*** sails daily from Pier 33 on scheduled lunch and dinner cruises, and charters are available for groups from 20-750. Monte Carlo Cruises, a new "entertainment dining" experience from Hornblower premiered in April, also operating from Pier 33. Calling itself the "Most Elegant Fleet on the Bay," Pacific Marine offers unique dockside or afloat meeting and banquet sites for two to 700.

Blue & Gold Fleet	781-7890
Pier 39	
Hornblower Dining Yachts	394-8900
Pier 3, Ferryboat Santa Rosa	
Pacific Marine Yacht Charters	
Pier 39	788-9100
Red & White Fleet	546-2655
Pier 41	
Rendezvous Charters	543-7333
Pier 40, South Beach Harbor	

PIER 39

Everyone knows Pier 39 as a two-level complex of restaurants, shops and amusements, but it is also a spectacular site for events. Outdoor cocktail and dessert receptions around the carousel or special events at one or more of the restaurants are among the possibilities.

Playful pinipeds have taken up residence at K-dock, adding a new feature to the Pier 39 waterfront area. It's as much fun to watch the tourists as it is to watch the sea lions.

Seafood is also a featured attraction at a number of Pier 39's restaurants. If your group prefers something else, you can sample Chinese, Swiss/French, Northern Italian, and California cuisine while enjoying the view.

Alcatraz Bar & Grill 434-4424
Private Party - 200
Chic's Place 421-2442
Private Party - 180
Dining Room 1 - 140
Dante's Sea Catch 421-5778
Private Party - 170
Nautilus Seafood & Spirits 433-3721
Private Party - 125
Neptune's Palace 434-4424
Private Party - 500
Garden - 110
Schooner - 120
Pier 39 981-8030
Outdoor Receptions - 1600
Swiss Louis 421-2913
Private Party - 250
Vanelli's 421-7261
Private Party - 200
Yet Wah 434-4430
Private Party - 250

CENTRAL AND SOUTHERN WATERFRONT

Moving towards the Ferry Building from Pier 39, we encounter the largest area for special events: Pier 35. When it's not in use as a cruise-ship terminal, it is available for event rental. One benefit of this site is it includes indoor parking. The passenger lounge with its windows overlooking the water makes a spectacular party location. Pier 35 is another case of BYOC, in fact, it's bring everything. If you've got a little imagination and money, this can be just the spot for you. You can even have your charter boat pull alongside and deliver your guests to their fantasy destination.

Along the Embarcadero are five bayside restaurants, all with tremendous views of passing ship traffic: ***Peer Inn, Pier 23 Cafe***, ***The Waterfront*** , ***Gabbiano's***, and ***Sinbad's***. The last three offer valet parking.

South of the Bay Bridge, the waterfront becomes increasingly industrial. If you're looking for a shipboard atmosphere without the seasickness of being underway, try the ***Sailing Ship Restaurant***, at Pier 42. At Pier 50, off Third Street, you'll find ***Olive Oil's***, a workingman's delight.

And for a combination of marina and industrial views, enjoy the rustic atmosphere of ***The Ramp*** or ***Mission Rock Resort***, both located off Pier 70 (at China Basin and Mariposa).

Gabbiano's 391-8454
Ferry Plaza
Private Party - 600
Bay Room - 400
Olive Oil's 495-3099
China Basin St, Pier 50
Private Party - 400
Mission Rock Resort 621-5538
831 China Basin St. (at Mariposa)
Private Party - 300
Peer Inn Restaurant 788-1453
Pier 33
Private Party - 150
Pier 23 Cafe 362-5125
Pier 23
Private Party - 250
The Ramp 621-2378
855 China Basin St (at Mariposa)
Private Party - 300
Sailing Ship Restaurant 777-5771
Pier 42, South Beach Harbor
Private Party - 500
Cabaret/Back Deck - 200
Sinbad's 781-2555
Pier 2
Private Party - 300
Terrace - 150
The Waterfront 391-2696
Pier 7
Private Party - 150

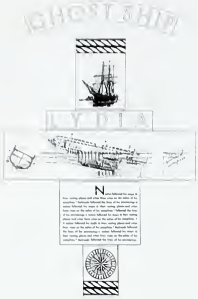
PORT ART GETS NEW LOOK

Q Art at the Port... Wait a minute, isn't that an oxymoron? A port is a working, primarily-industrial area for cargo and fish handling, while art is something you see in museums or private collections. Right?

A Wrong. Those may have been the traditional definitions of each, but today things are changing. The Port is now becoming more open to public access for recreational activities like fishing, sailing, bird-watching, walking or jogging, or just plain sitting and enjoying the view. And with the public access comes an increased emphasis in public art, particularly outdoor art.

Public art at the Port today ranges from a traditional oriental water color entitled "100 Horses" hanging in the lobby of the Ferry Building, to large sculptures in public areas along the waterfront. There are mosaics, murals, statues, plaques, and photographs, with most of the art located in the central and northern waterfront areas. If you think you're familiar with Port art, take the little quiz on the next page and see how many of the works you can identify by location.

New art works will emerge around the Port in the next few years thanks to the Arts Commission of San Francisco, whose goal it is to bring art to the people of the City. Three major art projects which are being done in conjunction with the Embarcadero Transportation Projects were approved recently by the Port Commission. They range from practical (signage) to offbeat (ribbon) to recycled (gateway), and reflect the broad spectrum of artistic talent available in the Bay Area.



Historical and Interpretive Signage

Local graphic artist Michael Manwaring and historian Nancy Olmstead will tell the story of the Embarcadero in words and images. Their signs will be built into the sidewalks and on the Muni platforms in the Embarcadero from 6th and King Street to Bay and North Point.

The signs will identify historic sites and tell stories about them, recalling events and the forces and people behind them. Each sidewalk marker will be distinctive, visually representing the City's proud maritime heritage.

Michael Manwaring has worked extensively on historical projects, including the San Jose History Walk and the History of the Bank of America. Nancy Olmstead is the author of *Behind the Seawall, San Francisco Waterfront*, and *Vanished Waters: The History of San Francisco Mission Bay.*

Promenade Ribbon Project

Imagine a sculpture two and one-half miles long. That's what will be in place when the construction of the Promenade Ribbon is complete. This project, the brainchild of an artist/architect team of Vito Acconci, Stanley Saitowitz and Barbara Solomon, will extend from Bay and North Point along the Embarcadero to Townsend.

It will involve a five-foot section of paving of the 25-foot wide sidewalk of the Promenade. At times this strip of dark cement will be flush with the pavement, and at times it will rise, becoming benches, low walls, and bollards. The benches will occur where the views are most spectacular or in areas around restaurants where they can create small plazas for people to stop to eat lunch or rest.

The line of black concrete, the "ribbon" described in the project name, will be continuous, marking the length of the Promenade. At the center of the strip will be a line of solid glass block, reflecting the water and the sky and serving as a line marking the edge of the City.

Mr. Acconci is a New York artist whose works have shown in New York, Los Angeles, Chicago, and Rome. Both Mr. Saitowitz and Ms. Solomon hold architecture degrees from the University of California at Berkeley. He is a working architect and she is a graphic designer and a teacher.

Embarcadero Gateway

World-famous artist Mark DiSuvero has been commissioned to create a large-scale sculpture at the southern edge of the Embarcadero, at Second and King Streets. This work will serve as a symbolic gateway to the Port and the Embarcadero Roadway area.

Shanghai-born, Mark DiSuvero emigrated to San Francisco when he was eight years old. One of the early jobs he had was in the ship-building and ship-repair industry, and it is said that it was here that he picked up his interest in welding and metal working. His ties to the Bay Area are deep, having been a student at San Francisco City College and the California Palace of the Legion of Honor before graduating from the University of California at Berkeley.

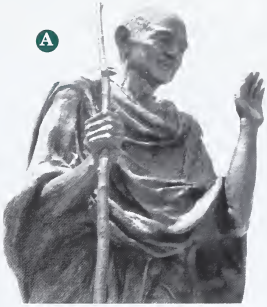
Today he is a highly-acclaimed "constructionist," known for utilizing scrap metal, found objects and other materials of an industrial and urban culture to build striking, massive works of art. He frequently designs works to fit a particular site, integrating the movements of wind, water and people into the structural dynamics of the space. The as-yet undesigned Embarcadero Gateway is expected to reflect these stylistic patterns.

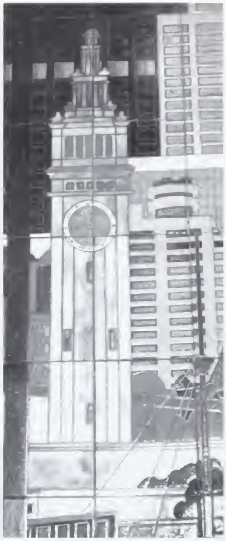
His art is on display throughout the world, including in the collections of the Hirschorn Museum, Washington, DC, and the Whitney Museum of American Art and the Museum of Modern Art in New York City. ■

CAN YOU IDENTIFY THE ART?

These are pictures of art currently installed on Port property?
Can you guess where each is located?
(Answers on page 15)

A





C

B

D

E

Board Examines State of the Cruise Industry

The Port's 1992 summer cruise season began in earnest last month with the arrival of the newly-christened *Royal Viking Queen* and a comprehensive examination of the future of the cruise industry by the Port's Waterfront Plan Advisory Board. The Board is looking at all water-dependent industries in San Francisco to determine current trends, the operational and regulatory issues that involve the Port, possibilities for the future, and the land use requirements.

Experts agree that the American cruise industry is growing. Between 1970 and 1990, cruise passengers embarking in North America grew from 100,000 to an estimated 3.3 million. While growth rates are expected to slow somewhat over the next decade, 5.5 million passengers per year are envisioned for the year 2000.

What does this strong growth market mean for San Francisco? What is the future of the cruise industry here? These are the questions the Board seeks to answer.

Current Industry Trends

Gone are the days of the routine round-the-world cruises, with long, leisurely periods of time spent at sea. Today's cruises are shorter in duration (usually eight days or less), offer more links with land attractions, and generally include air or ground transportation. For San Francisco, this trend means both good news and bad news.

The good news is that San Francisco continues to be a place that people want to visit, ranking #1 in some frequent traveler polls as "favorite city." Cruise industry representatives have stated that they will always call on San Francisco. The Port's geographic position on the west coast makes it a natural stop on repositioning cruises as lines shift vessels between Alaska and the Caribbean/Mexican Riviera runs at the start and end of the summer season.

The bad news is that the Port's geographic position does not lend itself well to short cruises. San Francisco is 2-3 days farther away from major cruise destinations than Vancouver and Los Angeles. It is cheaper for the cruise lines to fly passengers to these gateway cities than to incur the extra time and expense of additional sailing days. Vancouver and Los Angeles together capture over 85% of the west coast cruise traffic, a fact which demonstrates clearly how gateways and week-long cruises now dominate the cruise market.

A new trend may mean even shorter cruises. In Florida and Texas "cruises to nowhere" — short one-day or overnight cruises where no ports are

Royal Viking Queen **on her maiden call in San Francisco in April, shown with sister-ship** ***Royal Viking Sun*****.**

called — are increasing in popularity. The ships' casinos are the big factor behind the new service. Casinos draw the passengers and they make the cruise profitable for the cruise lines.

Operational and Regulatory Issues

Coastal cruises to San Diego, Los Angeles, Portland, or Seattle have been mentioned as a possible new market for San Francisco, but this type of cruise has been reserved for U.S. flag vessels under cabotage laws. Cabotage (the right to trade and transport materials in coastal waters) and the Passenger Service Act of 1886 prevent foreign flag vessels from transporting passengers one way between U.S. ports. Currently there are only two U.S. flag cruise vessels in service, operating exclusively in Hawaii.

Cruise lines like the convenience of San Francisco with good airline connections, world-class hotels, and the high-quality and wide-selection of goods for ship provisioning. But the lines cite problems with the Pier 35 cruise terminal: lack of parking, lack of good passenger drop-off areas (including little access for buses), and limited vehicular and pedestrian access. The narrowness of the pier and exterior service aprons make traffic circulation particularly difficult when two ships are alongside Pier 35 simultaneously.

Pier 35 requires approximately 50,000 cubic yards of maintenance dredging annually to keep the berths open. As costs and environmental restrictions increase, dredging may become a regulatory constraint on the cruise industry in San Francisco.

San Francisco's Cruising Future

The cruise industry representatives remain positive about the future for San Francisco. The number of cruises by existing lines each year can be expected to remain fairly steady or to grow slightly. The Port's Tenant Services Division will soon be adding

a marketing specialist to promote cruises and other water-dependent industries.

The recent law authorizing gambling aboard U.S. flag vessels has renewed talk about coastal service. A California business consortium is looking at building two new ships in San Diego for passenger/ferry service between Los Angeles and San Francisco.

The plans for building a new cruise terminal at Pier 30-32 excite the industry representatives. A new terminal is not expected to draw new cruise business to the city, but it would eliminate many of the existing operational problems. A new, multi-use terminal (such as those in Singapore and Vancouver) could make a positive impression on visitors and would generate broad new business revenues for the City. ■

***Royal Viking Queen* and *Sun* along side Pier 35.**

1992 CRUISE SCHEDULE

The following departures are scheduled. For details on these cruises, contact the cruise line or your travel agent.

May		
16	*Dawn Princess*	Vancouver
17	*Noordam*	Vancouver
18	*Regent Star*	Prince Rupert
19	*Sun Viking*	Seattle
20	*Westerdam*	Seattle
21	*Sky Princess*	Vancouver
31	*Sky Princess*	Vancouver
June		
9	*Sagafjord*	Vancouver
10	*Sky Princess*	Vancouver
20	*Sky Princess*	Vancouver
30	*Sky Princess*	Vancouver
July		
10	*Sky Princess*	Vancouver
20	*Sky Princess*	Vancouver
25	*Royal Odyssey*	Victoria
30	*SkyPrincess*	Vancouver
August		
6	*Royal Odyssey*	Victoria
9	*Sky Princess*	Vancouver
18	*Royal Odyssey*	Cabo San Lucas
19	*Sky Princess*	Vancouver
29	*Sky Princess*	Vancouver
September		
5	*Sagafjord*	Los Angeles
8	*Sky Princess*	Vancouver
18	*Sky Princess*	Vancouver
21	*Regent Sea*	San Diego
24	*Sun Viking*	Los Angeles
26	*Nieuw Amsterdam*	Los Angeles
28	*Sky Princess*	Vancouver
30	*Regal Princess*	Los Angeles
October		
7	*Westerdam*	Los Angeles
19	*Sky Princess*	Los Angeles
December		
22	*Crown Odyssey*	Mazatlan

CACEP Examines Embarcadero Replacement Designs

The Citizen's Advisory Committee on the Embarcadero Project (CACEP) has begun the process of examining alternative designs for the central Embarcadero area (from Howard Street to Broadway).

The designs presented by ROMA Design Group and Korve Engineering looked at surface and below-grade (underground) roadway alternatives and attempted to identify issues of pedestrian and vehicular access.

The design alternatives are the first step in a two-year decision making process which will include a complete Environmental Impact Review/Study (EIR/EIS). The CACEP will spend the next five months further defining the alternatives.

These alternatives will then be provided to the environmental review team conducting the EIR/EIS. During the year that the EIR/EIS process is expected to take, the CACEP will continue refining the alternatives, and will identify and recommend a preferred one.

The preferred alternative will be taken to the Port and City Planning Commissions for review and comment. It is expected to come before the Board of Supervisors for review and approval early in 1994.

The Chief Administrator's Office is working with the CACEP to determine and legitimize what the public wants. CACEP meetings are held on the first Monday of the month at the Palm Court of the Hyatt Regency. ■

along the WATERFRONT

ART QUIZ ANSWERS

- **A** Ghandi Statue, Ferry Plaza
- **B** "Skygate" sculpture, Pier 39
- **C** Tile mural, Port Commission room, Ferry Bldg.
- **D** Sea Lion sculpture, Pier 39
- **E** WWII troop welcome home sign, Pier 31

New Ferry Service Opens

Mayors Karp, Jordan & Withrow cut the ribbon.

Mayor Frank Jordan joined Harbor Bay developer Ron Cowan, Alameda Mayor William Withrow, San Leandro Mayor Dave Karp, Alameda County Supervisor Bill Aragon, and San Francisco Board of Supervisors President Doris Ward to cut the ribbon, officially opening Harbor Bay Isle ferry service.

Sporting a "Ferry Fever... Catch It!" button as he addressed the festive noontime crowd, Mayor Jordan thanked Ron Cowan for his many years of effort to bring this service to the people of southern Alameda. He applauded using the ferries as "Highways on the Bay" to relieve overcrowding on local freeways.

Harbor Bay Isle Express provides high-speed commute and mid-day service from Alameda to the Ferry Building seven days a week. Harbor Bay's Ferry Plaza landing was specially designed with 90-foot switchback ramps and a gangway which provide accessibility for the disabled.

For more information, call Harbor Bay Maritime (510) 769-5500. ■

Friends of the Port Plan Fall Tour Program

On a very rainy Thursday night in March, more than 300 people attended a benefit dinner to hear Mayor Frank Jordan and City Administrative Officer Rudy Nothenberg talk about the exciting things that are happening at the Port. The event, sponsored by the Friends of the Port of San Francisco, raised more than $22,000 for public education and celebrated the revitalization of "Friends" as an active organization.

This fall Friends will host a program of Port tours and education, including harbor tours, docent-led walking tours, a brown bag lecture series, and other public access programs. These will include special efforts for the elderly and the young, including inner-city youth.

Future plans include historical projects and a waterfront festival, a celebration of the Port "neighborhood."

Friends was organized in 1982 as a private, non-profit organization to promote cultural and educational activities at the Port of San Francisco, items which have not been able to be funded out of the Port's budget. As a certified charity (federal 503-C status), Friends can raise money, and people who donate can enjoy the tax deduction.

Friends relies on a core group of volunteers to operate. The officers and directors come from all sectors of San Francisco, including a number of the Port's customers. Ex-Officio members of the Board include Port Commissioners and volunteers from the Port staff. The volunteers are augmented by a part-time Executive Director.

Anyone interested in helping Friends of the Port is welcome to donate their time or money. Contact (415) 543-2118 for details on how to join in the fun.

Friends of the Port fundraiser, Delancey Street Town Hall.

FRIENDS OF THE PORT OF SAN FRANCISCO

DIRECTORS

Beverly Mills, President
Management Consultant
Dennis Conaghan, Vice President
Embarcadero Center
Jay Slattery, Secretary
Kimco Hotels
Fritz Arko, Treasurer
Pier 39

Dan Beagle
Beagle, Abernathy & Mitchell
Mera Brazer
Edelman Public Relations
Gordon Chong
American Institute of Architects
Margaret Elliott
Tarlton Foundation
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Michael Gallette
Fisherman's Wharf Port Tenants
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Port of San Francisco
Michael P. Huerta
Executive Director
Roger L. Peters
Cargo Services
Veronica Sanchez
Legislative Affairs & Communications

STAFF

Michael Nolan
Executive Director

UPCOMING SCHEDULE OF EVENTS

The folowing is a list of meetings and special events of interest

MAY

5 Waterfront Plan (WFP) Advisory Board
13 Port Commission
14 Port Promenade Whaleboat Race
17 Bay to Breakers
20 WFP Advisory Board
25 Memorial Day
27 Port Commission

JUNE

2 WFP Advisory Board
2 Citizen's Advisory Committee on the Embarcadero Project (CACEP), Hyatt Regency
10 Port Commission
17 WFP Advisory Board
24 Port Commission

JULY

4 Independence Day
7 WFP Advisory Board
8 Port Commission
15 WFP Advisory Board
22 Port Commission

All meetings are in the Port Commission Room, unless otherwise indicated.

JAPANESE VIPs TOUR PORT
Osaka Mayor Masaya Nishio and his family and staff enjoy a tour of the Port. Mayor Nishio's official visit to San Francisco commemorated the 35th anniversary of the cities' Sister City relationship and the 25th anniversary of the Sister Port relationship.

EARTHQUAKE DRILLS
Fire trucks from cities throughout the Bay Area line Pier 30-32 during earthquake emergency response drills conducted by the Department of Emergency Services. The event marked the 86th anniversary of the 1906 earthquake.

Wharfside
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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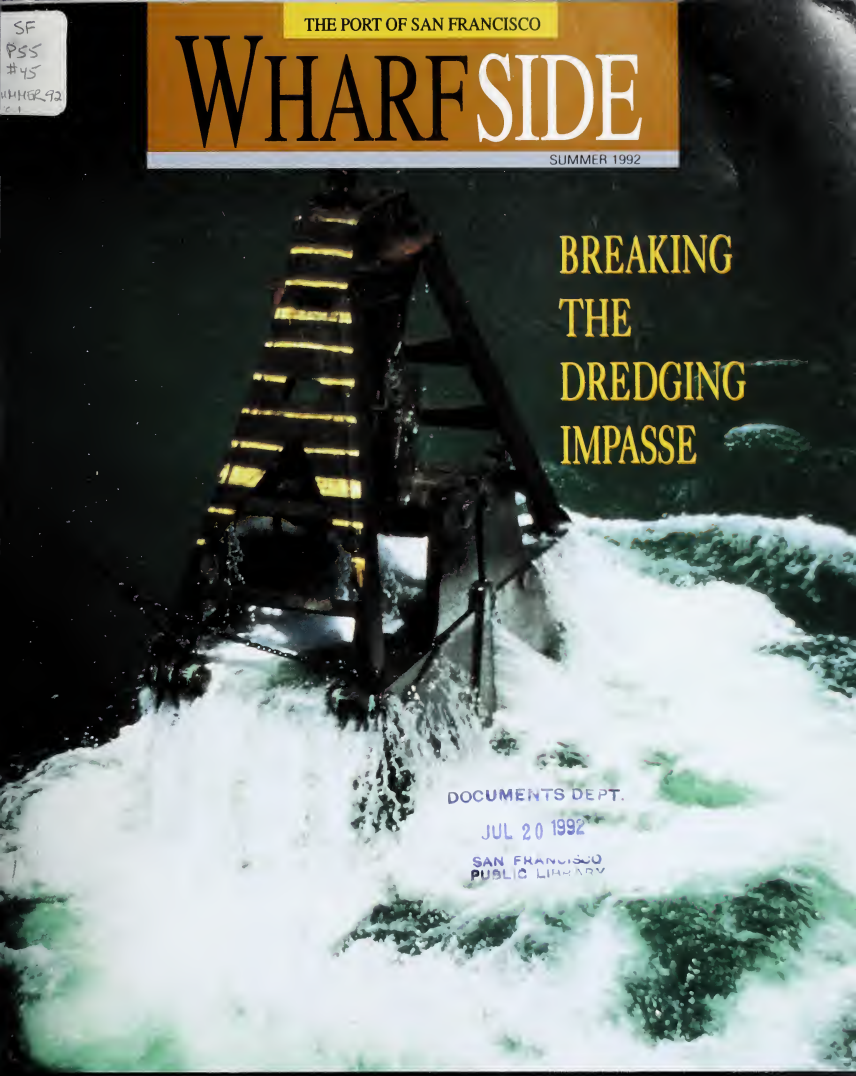

BREAKING THE DREDGING IMPASSE

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2 Solving the Bay Area's Dredging Impasse
A Special Report by James L. Herman, ILWU and Owen Marron, AFL-CIO

5 Status of the Port's Dredging

6 Port Environmental Unit Established

8 Pier 98—The Port Helps Mother Nature

10 Recycling Program Developing for Fisherman's Wharf

12 Pier 80 Improvements Coming

Along the Waterfront

14 Port Commisson Changing
China Basin Street May Be Renamed Terry A. Francois Boulevard

15 New Greenery for the Embarcadero
Recycling Facility Opens at Pier 48

16 Labor Beats Management in Close Race
In Largest Port Whaleboat Race Ever

17 Schedule of Events
Historic Waterfront Tours Begin
Sport Fishermen Treated to Free Day
New Wharf Bus Parking Opens

Cover: Scoop dredge, U.S. Army Corps of Engineers
Back: Dredge Essayons, U. S. Army Corps of Engineers
Photography: Gretchen Grover, Mark Snyder
Design: Nanci Chin Graphics

PORT OF SAN FRANCISCO

Port Commissioners
Douglas F. Wong, President
James R. Herman, Vice President
Anne W. Halsted

Executive Director
Michael P. Huerta

Agency Representation

Japan
Japan Representative Office
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 107
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

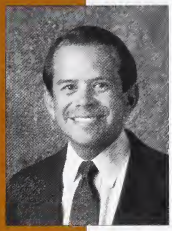
WHARFSIDE is published quarterly by the Port of San Francisco's Legislative Affairs and Communications Office, which is solely responsible for its content. Comments, address corrections, or requests to be added to the mailing list should be addressed to the Editor:

WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

Today the Port must operate in a challenging and increasingly-complex regulatory environment. To dredge a portion of San Francisco Bay, for example, we face a literal quagmire of 13 federal and state regulatory agencies.

We hear horror stories about small organizations spending months going through the dredging permit process only to discover that, as approval is finally given, the dates on their original permit expire.



The Port now has help in dealing with the regulators. We are working with a truly unique group of individuals who are committed to keeping the Port open by ensuring dredging is performed in an environmentally sound and fiscally responsible manner.

The Bay Dredging Action Coalition (BDAC) is the linchpin of this movement. Shippers, labor leaders, port officials, community organizations, elected officials, and recreational sailors have joined together to work on dredging issues and to serve as a powerful voice for maritime interests. Two of the founding members of BDAC have consented to give us their view of the situation in our cover story on dredging.

The Long-Term Management Strategy for Dredged Material Disposal (LTMS), a process spearheaded by the Army Corps of Engineers, by 1994 will identify and prioritize dredge material disposal sites and streamline the permitting process.

In the meantime, we are all working hard on interim solutions to the dredging difficulties. Lt. Col. Stanley Phernambucq, San Francisco District Engineer, one of the founding members of LTMS, has played a major leadership role on dredging. He is transferring this month and will be sorely missed. But the work he started goes on. Fair winds and following seas, Colonel. And thank you for a job well done.

Both BDAC and LTMS have given San Francisco a reputation for being a City that knows how to get things done. Many other ports and cities are anxiously watching to see how things turn out, and the consensus building that is happening here may become the planning model for many to follow in the future.

SOLVING

the Bay Area's Dredging Impasse

by James Herman, ILWU, and Owen Marron, AFL-CIO

In less than a year, the Bay Area maritime community has turned the corner on dredging. As recently as last summer, necessary projects were paralyzed by over-regulation, regulatory turf wars and rampant "Not In My Back Yard" attitudes. But today we are breaking new ground in the process of balancing the need for maritime-related jobs with the need to maintain the environmental integrity of our most precious resource—San Francisco Bay.

Several elements fell into place, not the least of which has been the willingness of our San Francisco Bay Area labor movement to take this issue on in an imaginative and creative way.

For many years, trade unions have played a powerful and progressive role in the Bay Area community, going far beyond our normal bargaining and representation activi-

ties. We have a well-honed social conscience, and an ability to translate these concerns into effective social policy.

BDAC Co-Chairman James Herman and Congresswoman Nancy Pelosi confer on Bay Area Dredging matters.

Maritime-related, industries mean 100,000 jobs to the Bay Area, so it was critical that we become involved in trying to unravel the impasse that had stopped the Port of Oakland's plan to deepen its Inner Harbor to 38 feet and had stalled San Francisco's maintenance dredging and other vital dredging projects. Without dredging, the very existence of our ports—and the maritime industries that support them—is in danger.

Gradually, inevitably, we have been drawn into the complicated and often polarized environmental politics of San Francisco Bay. We've mastered the regulatory boobytraps placed in our way by any one of a dozen or so local, regional, state and federal agencies with some jurisdiction over dredging and dredged material disposal. To our understanding of wages, pensions, and health plans, we've added at least a modest expertise on wetlands, Chinook Salmon, sediment testing, and salt water marsh mice.

We've begun by jumping with both feet into the federal government's $16 million Long Term Management Study (LTMS), which is expected to be completed by 1994. LTMS is a complex process involving many people and agencies. (To the layman, the wiring diagram for LTMS might easily be mistaken for that of the space shuttle.) The LTMS involves the compilation of scientific information necessary to find new dredge disposal sites. Modern environmental laws require this lengthy and costly process. However, unlike the space shuttle, the outcome of this project goes beyond science. The LTMS will directly impact whether thousands of workers can still make a living in maritime jobs.

Labor has decided to not wait while the scientific work is completed. Instead, we're applying our political and grass roots organizing skills to ensure that every part of this process is in place and working well.

Joining us are people who often sit at the opposite side of the table from us—shipping lines, manufacturers, stevedoring companies and port officials. Together, we've established the Bay Dreding Action Coalition (BDAC) with a membership of 500, to advocate solutions for the region's dredging problems. The business leaders and community representatives of BDAC are, like us, reaching beyond their normal areas of expertise and becoming advocates of dredging.

We've begun working with environmental organizations involved in preserving the quality of San Francisco Bay. To avoid the lawsuits and confrontations of the past, we seek to find common ground. We've had formal meetings and individual conversations, and, while we still may differ about many things, we've grown in our respect for each other's work. Environmentalists have learned about the economic importance of marine terminals and we've learned about wetlands and water quality issues.

We've made the rounds on Capitol Hill to try to secure funding for joint dredging and environmental projects such as the restoration of the Sonoma Baylands tidal marsh using dredged material. We testified before the House Appropriations Subcommittee on Energy and Water Development on the need to fund this model. Sonoma Baylands is a viable option for disposal of 2.5 to 3 million cubic yards of dredged material. Its development

is critical for important dredging projects like the Oakland Harbor—projects which have been stalled in the past. It's a terrific project that protects both jobs and endangered species.

The Bay Area Congressional delegation welcomed our cooperative efforts. Under their leadership, we obtained an authorization of $15 million to cover the project's costs. As this is written, both the Senate and House versions of water legislation bills carry this provision. It is expected to clear the joint Conference Committee.

On the ocean front, we participated in drafting a compromise position with the Half Moon Bay Fishermen's Association, Pacific Coast Federation of Fishermen's Associations, National Reserves Defense Council Center for Marine Conservation, port representatives, Bay Planning Coalition and BDAC on the designation of the boundaries for the new Monterey Bay National Marine Sanctuary. This compromise assures the availability of a dredge disposal site identified by the Navy.

Since this site is one of the most viable ocean disposal sites, we worked hard to ensure that the regulations drafted by National Marine Fisheries (NMFS) kept it available for dredge disposal. This same issue took us to Sacramento where we amended legislation that could have prevented us from using the site.

Regulatory agencies like the Bay Conservation and Development Commission (BCDC) which once seemed like intractable labyrinths have become familiar territory. We've testified against proposed BCDC Bay Plan Amendments that potentially could have stalled the deepening and maintenance of channels. Our vocal opposition led to drafting a compromise set of amendments that reflect the need to continue disposing of material at Alcatraz until viable alternative disposal options are found.

We urged the U.S. Army Corps of Engineers to develop an "interim road map" that identifies upcoming dredging projects and the timing, locations and costs of available disposal sites through 1994.

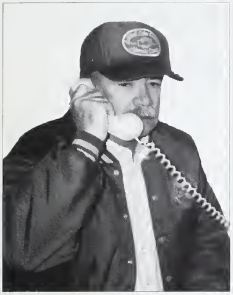
We've mobilized in support of the first phase of the Oakland channel deepening project. We will continue to monitor and support other projects that will come before BCDC in the next few months. From large harbor projects to small recreational marinas, all are important ... because they contribute jobs to our region.

In over a year of being involved in this effort, we have made important progress. We may not yet have totally mastered the flow charts or environmental documents but we need no map to get around legislative halls when jobs are at risk.

There is an urgency to our region's dredging problems, but it is temporary and not insurmountable. It definitely should not be considered a negative to doing business in the Bay Area. Our area is among the first in the nation to confront this problem because our Bay is not naturally deep and we are impacted by upstream activities. Other harbors are beginning to face dredging projects under the new, stricter environmental laws.

In the Bay Area, Labor is working to turn a negative into a positive by cooperating with business, community and environmental groups in the search for innovative techniques and disposal sites for our dredged material. We may be ahead of the country in this balancing of environmental and economic priorities, but being ahead

BDAC meeting on Oakland channel project



Co-Author Owen Marron

now will enable us to be competitive as an international shipping center in the future. The market potential for future growth is here and we are striving to seize the opportunities.

It has been our privilege to represent our members and fellow union leaders in this important process. We are grateful for the support of our old friends in the labor movement and that of our new-found friends in business, environmental groups, ports and regulatory agencies. ▲

ABOUT THE AUTHORS:

James Herman is President Emeritus, International Longshoremens' and Warehousemens' Union, Co-chair, Bay Area Dredging Action Coalition, and Vice President of the San Francisco Port Commission.

Owen Marron, an active member of Bay Area Dredging Action Coalition, is the Executive Secretary-Treasurer, Central Labor Council of Alameda County, AFL-CIO.

Status of the Port's Dredging

The Port of San Francisco conducts yearly maintenance dredging of the pierside berthing areas and the approaches to marine terminals. In the past, this has amounted to 300,000-500,000 cubic yards of material per year. Dredged material for these projects was disposed of off Alcatraz Island in San Francisco Bay.

A stricter regulatory climate has resulted from growing concern over the impact of dredge disposal on declining fish populations, particularly at the Alcatraz disposal site. Despite this stricter permit process, the Port was able to complete maintenance dredging at the newsprint terminal (Pier 27), North Container Terminal (Pier 80), and South Container Terminal (Pier 94-96).

For these 1991 projects, the Port did a combination of in-Bay (Alcatraz) disposal and upland disposal. Material which was not deemed suitable for aquatic disposal was transported to Port Sonoma and overland to the Redwood Sanitary Landfill where it was used as a cover material for sludge ponds. This pilot project was the first upland disposal ever tried in the Bay Area, and other ports are using it as a prototype for beneficial use of dredged material.

A key factor in obtaining approval for the 1991 program was the cooperative working relationship with regulatory agencies. Bill Kier, a Fisheries Management Consultant was hired to facilitate these discussions and assist the Port with fisheries conservation issues. The Port agreed to more extensive testing protocols (e.g. sampling procedures) to allay the concerns of conservation agencies and environmental organizations. The Port's yearly dredging demands also have been re-prioritized to accommodate the desire by several agencies to reduce the total volume of material disposed at Alcatraz until alternative disposal sites are designated through the LTMS process.

To plan dredging projects, the Port now assigns priorities according to the revenues produced. Top priority is given to the dredging of berths at high revenue-yielding, high-traffic facilities like the North and South Container Terminals. If the revenues do not justify the increased costs of sampling and dredging, the facility is given a lower priority.

The Port continues to be an active participant in the regional efforts to find both short-term and long-term solutions to dredging problems. The Executive Director sits on the Policy Review Committee overseeing the four-year LTMS process and serves on the Bay Dredging Action Coalition. The transfer of dredging responsibility from the Port's Engineering Department to the newly-established Environmental and Regulatory Services Unit reflects the increasing complexity of dredging issues and the need for a greater degree of expertise in biological and resource conservation matters.

PORT ENVIRONMENTAL UNIT ESTABLISHED

and air quality standards, stringent California Environmental Quality Act (CEQA) laws, and regulation by a myriad of state and federal agencies.

The growing complexity of today's regulatory environment requires a multi-discipline approach to the problem.

San Francisco Bay is one of the most protected resources in the state. To do business here the Port faces strict water

The Port now has a five-person Environmental and Regulatory Services Unit dedicated to pollution control, workplace health and safety, and environmental and regulatory compliance.

This unit, part of the Port's Planning & Community Affairs Division, is responsible for environmentally-sensitive projects. They assist Port staff and tenants with obtaining permits for capital improvements and facilities maintenance. By doing this, they reinforce the Port's Strategic Plan goal of being responsive to its customers.

Ken Hayes assists contractor with ground water samples at Pier 70

Dr. Karen Glatzel, the Manager of Environmental and Regulatory Affairs, who has degrees in Urban Design and Planning, Oceanography and Fisheries Management, heads the unit. The unit also includes Jim Read, Project Manager; Barbara Cooper, Senior Industrial Hygienist; Ellen Dehr, Industrial Hygienist; and Ken Hayes, Engineering Aid.

The unit is the Port's focal point for dredging issues, a prime example of the new complexity of environmental regulation. (See accompanying story on dredging issues.) They work with Engineering to maintain the prioritized list of maintenance dredging projects and work with the San Francisco Bay Conservation and Development Commission (BCDC), the Environmental Protection Agency (EPA), the Regional Water Quality Control Board (RWQCB), and the Army Corps of Engineers.

They assist the Port's Legislative Affairs and Communications Office in participating in the Long-Term Management Strategy for Dredged Material Disposal (LTMS) development process. They prepare dredge material testing plans, oversee the collection of samples and laboratory work, and submit technical support documentation to the regulatory agencies

They routinely review all new construction and maintenance projects, and are currently working on a number of special projects:

Storm Water Pollution Control— Throughout the entire waterfront, the unit manages storm drain runoff

into the Bay to prevent pollution. Working with tenants, they will set up a monitoring program, sampling water in both dry weather and wet weather conditions. This is an ongoing monitoring project, mandated by EPA and RWQCB. The unit also worked with the San Francisco Department of Public Works to survey industrial and commercial tenants, attempting to identify possible pollution sources.

Landfill Management—Incomplete pier construction at Piers 70, 94, and 98 has left landfill sites which require routine monitoring. The environmental unit has a quarterly ground water/surface water site monitoring program to identify any possible contamination to the Bay.

Pier 98 Wetlands Enhancement Project—This project will create a passive recreation area at the southern end of the Port. (See story, page 8.)

Oil Spill Contingency Planning—The Port and the San Francisco Department of Public Health (DPH) have just received a $50,000 grant from California Fish and Game to do oil spill contingency planning along the waterfront. DPH will be responsible for addressing the beach areas, while the Port will handle the industrial and commercial waterfront.

Recycling Program for Fisherman's Wharf—The Coastal Resources Center and the Port are in the process of developing a solid waste and waste oil recycling program which will be tested this coming year in the Fisherman's Wharf area. Full implmentation of the program is expected in 1994.

As part of hazardous materials program survey, Barbara Cooper inspects Gary Silvestri's work in Port metalsmith shop.

MARPOL Compliance—MARPOL is the international Marine Pollution Treaty which prohibits the dumping of plastic wastes into the world's oceans. As ships come ashore with their garbage, handling and disposal become significant health and environmental issues. As the official representative for the America Association of Port Authorities, Port Executive Director, Michael Huerta is working with a national panel of experts to design regulations for implementing MARPOL requirements.

Hazardous Material Control—The unit conducts regular inspections for hazardous material and collects or manages collection and disposal of materials including waste oil, solvents, paints, and asbestos.

Worker Safety—The unit is currently working on implementing the Port's Injury and Illness Prevention Program. Work is also underway on a confined spaces program and on an emergency response plan. Infection Control and Asbestos Control Programs produced by the unit have already been implemented. ▲

Pier 98 — The Port Helps Mother Nature

At the south end of the Port lies an expanse of sand and grass that may soon become the Port's first wetlands enhancement project. This area, located at the foot of India Basin, near the Bayview-Hunters Point neighborhood of San Francisco, is home to 110 species of birds, including black-bellied plovers, avocets, sandpipers, and other shorebirds.

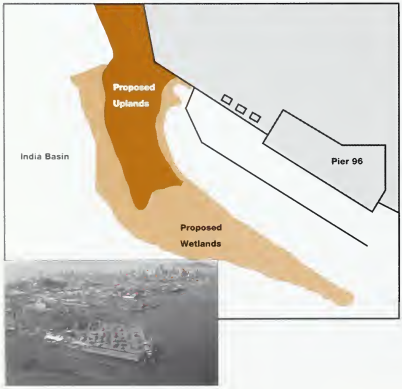
The land had originally been set aside for 48 acres of fill as a cargo terminal, the anchorage for the so-called "Southern Crossing" (an additional bridge across the Bay), and as a wave suppressor for the Lighter Aboard Ship (LASH) facility at Pier 96. The terminal and bridge crossing projects were canceled in 1977, after about 25 acres of fill were put in place.

Since then the land has remained idle. And while man was trying to decide what to do with the site, Mother Nature quietly took control and began to return the site to its natural state. Wildflowers now bloom along the shoreline, and the park-like setting has begun to attract fishermen, waterfowl and birdwatchers.

In 1988, the Regional Water Quality Control Board (RWQCB) ordered the site officially closed as a landfill, and the U.S. Army Corps of Engineers defined about 10 acres of the site as wetlands, subject to federal protection as a natural habitat for birds, fish, and plant life.

In 1989 the Port conducted a study to evaluate alternative uses for the site, concluding that the creation of park lands and wetlands enhancement would produce the highest environmental and public benefits.

"We have the opportunity to improve on the natural evolution process that has already begun," explains Port Manager of Environmental and Regulatory Affairs, Karen Glatzel. "Nature took the bad (a man-made landfill) and turned it into something good. We can enhance and accelerate the process of wetlands development. We will be providing not only the natural habitat area, but open space and passive recreational areas for the



Proposed site at Southern end of Port of San Francisco.

densely-populated Bayview-Hunters Point community and the emerging industrial center at India Basin."

This land is near an area in India Basin where the City's Department of Parks and Recreation is developing a passive recreational park with open spaces and wetlands for public access, and it is close to Candlestick Point State Park.

The Port's proposed wetlands enhancement project calls for capping a portion of Pier 98 with impermeable material to prevent potential contaminated leakage from the existing fill and removing some fill and allowing the tide to flow into the shoreline to create an enlarged wetland area.

In addition to approval from RWQCB and the Corps of Engineers, the San Francisco Bay Conservation and Development Commission (BCDC) must also approve the concept because it involves a sizeable portion of Bay fill.

The Pier 98 Wetlands Enhancement Project is expected to take at least three years to complete. The Port has begun the first phase—an erosion and stability assessment which is designed to estimate the effects of wave action on the shoreline of Pier 98, the wave impacts on Pier 96, and the stability and settling rate of the entire site. Once this analysis is complete, the full recommendations for the project will be made, the project design process begun, and funding sought.

The second phase will include agreement by the state and Federal agencies and the Port, technical review, environmental impact review (EIR), and the final design process. Throughout the project, the Port will work with adjacent community and environmental organizations including the Save the Bay Foundation and the Golden Gate Audobon Society to ensure that environmental and public access issues are properly addressed.

The total cost of the project has been estimated at $5 million. Final funding will depend on the scope of the project outlined in the design process, but will include federal and state grants, bond funds, or special supplemental funds.

If everything goes according to schedule, permits for construction would be sought in late 1994, and actual work is expected to begin in early 1995. Until then, Mother Nature continues her work on the site. ▲

Recycling Program Developing for Fisherman's Wharf

Millions of tons of garbage have been dumped into the worlds oceans in the past, and for years no one thought much about it. Recently, though, the problems caused by marine debris began to surface: debris can kill sea life who eat it or are entangled in it, it has caused boating accidents, it washes up on beaches, and it generally destroys the marine environment.

In January 1989 the U.S. ratified the Marine Pollution (MARPOL) Treaty Annex V which put significant controls on the disposal of ocean garbage. This law makes it illegal to dump plastic trash anywhere in navigable waters (including oceans, bays, and deltas) and severely restricts ocean disposal of other types of garbage near shore. This means that instead of tossing material over the side, vessels are returning to port with their garbage, and waterfront facilities must handle disposal. This means more trash and more work for marinas, harbors, and Port facilities.

The state legislature recognizes the importance of enforcing this treaty, and they have added an additional emphasis on recycling: since January 1992, the Harbors and Navigation Code specifies that certain small craft harbor facilities must have recycling receptacles, a vessel pumpout facility and an oil recycling system. Effective waste control programs are needed.

The Port has found the expertise to initiate this kind of a program in the Coastal Resources Center (CRC), a non-profit organization dedicated to enhancing California fisheries through policy, technology, education and action. In 1989, CRC developed a pioneering marine debris recycling (MDR) program at Pillar Point Harbor (Half Moon Bay, CA). Marine debris is any manufactured object of wood, metal glass, rubber, cloth, paper, plastic, or other material accidentally or purposefully put into the marine environment.

CRC is now working with the Port to develop a comprehensive MDR program and education program for the Fisherman's Wharf area. The goals of the project are to:

- reduce the amount of garbage from the Fisherman's Wharf area going to landfill through waste reduction, recycling, and reuse
- target, educate and motivate Fisherman's Wharf users to participate in the local recycling program and to dispose of waste responsibly
- foster understanding of the threat to marine resources caused by intentional or accidental disposal of waste into surrounding waters

The Fisherman's Wharf area provides some unique challenges. Marine facilities are known for having diverse cultural populations, differing attitudes, unique economic factors, and a broad range of activities, but the mixture of these elements is more complex when you combine the regular fishing and boating activities with the fish handling, restaurant, shopping, and tourist attractions.

WIND AND WATER WON'T WASH IT AWAY

WIND AND WATER WON'T WASH

Existing oil recycling system

To deal with the diversity, CRC Project Manager Martha Kauffman put together a Recycling Project Steering Committee with representatives from all the different industries at the Wharf, the City Office of Recycling, environmental groups, and the Port. The Fisherman's Wharf Merchants' Association and the Wharf Port Tenants Association are both actively participating.

CRC has completed an analysis of the restaurant industry needs and is in the process of conducting a waste characterization study (on site garbage analysis) of fish processing. They are using the results of the recycling program at Pillar Point as a model for assessing the garbage needs of fishermen. In the area of oil recycling, CRC is conducting a telephone survey of west coast marinas to determine the type and scope of programs currently in place.

Over the next few months, the CRC, in coordination with the Steering Committee will take the results of these studies and develop a recycling program tailored to the needs of the Wharf area.

The major parts of the project include:

- Recycling collection operation—The materials most likely to be included will be glass, aluminum, cardboard, newspaper, mixed plastics, used batteries, scrap metal, wood, and fishing gear. It is hoped that the first recycling bins will be in place by October 1992.

- Educational outreach campaign—Efforts will be made to inform and educate Wharf tenants and users to encourage participation in the recycling program. CRC is actively involving other organizations in the project; this month they will be participating in a presentation FISH (Fishermen Involved in Saving Habitat) is making at the Wharf.

- Waste oil recycling program—Currently waste oil is being recycled in 55 gallon drums at the fuel dock. CRC plans to design a more-efficient, environmentally-safe system.

- Hazardous Materials program—CRC intends to investigate handling, recycling and/or disposal of hazardous materials such as waste oil, paints and solvents.

The project is a unique public-private partnership between the Port and CRC. CRC has obtained independent funding for their work from Goldman Foundation and Chevron Corporation. Additional private and public grants are pending.

This is a two-year project for CRC. At the end of their involvement, the Port will assume responsibility for the management of the recycling program. ▲

Pier 80 Improvements Coming

The North Container Terminal, which was constructed in 1967, is now showing the effects of time and heavy use and is ready for a facelift. The Port is about to embark on a $7 million improvements package that will remedy existing problems and increase terminal throughput.

The terminal was originally built as a combination break bulk and container facility, with sheds around the perimeter and container storage in a central, below-grade valley. The usage pattern has shifted so that today 95% of the cargo handled is containers. Two sheds (Sheds B and C) were removed to make room for additional containers, but more improvements are necessary due to the heavy usage of the terminal for Nedlloyd hub operations and for Blue Star, ELMA, Maruba, NSCP, South Pacific Interline, South Seas, and UYL lines.

The improvements package addresses problems in four separate areas:

Electrical Services

Electricity is now distributed via overhead conductors supported on timber poles. These poles have frequently been damaged by yard operating equipment moving containers, resulting in power interruptions and shut-downs of the terminal. The improvement project will replace the overhead distribution with an underground system that will not be susceptible to equipment damage. The ability to provide stable, uninterrupted electrical service will significantly improve the service provided to all customers of the terminal.

Electric service and plug arrays for refrigerated contains (reefers) are inadequate for current demand. There are not enough, and they are poorly placed for optimum terminal operation. New lines with greater capacity, better placement, and up-to-date plug arrays will be installed as the electrical distribution system is moved underground. This will double the number of reefers which can be accommodated at the pier at any one time.

Lighting

Some of the highmast lighting fixtures have failed and have fallen, necessitating installation of interim fixtures to ensure operating safety. The entire highmast system will be renovated electrically and structurally. Safety and security will be maintained throughout the conversion process.

Pavement

The pavement in the interior valley section of the pier is showing significant signs of deterioration (sagging and cracking) and must be replaced. The improvement project will not just replace the failed pavement; the

The usage pattern has shifted so that today 95% of the cargo handled is containers.

Repaving and leveling will eliminate standing water

depressed portion of the pier will be raised and paved, providing a large open and unobstructed terminal area. Raising the valley area will also eliminate problems with flooding which have occurred from time to time during rain or extreme high tides. The strengthening of the pavement will allow operation of rubber-tired gantry cranes throughout the container storage areas, and will allow four-high stacking of containers.

Personnel Support Facilities

The demolition of Sheds B and C also removed the office, lunchroom and restroom facilities that are necessary for the efficient operation of the terminal and required under current union contracts. The project will replace these facilities by constructing two small two-story buildings, one near the east wharf and one near the south wharf.

Above ground utility poles will be removed

The project, which is expected to take nine months to complete, will be done in phases. The replacement of the electrical system will be first, followed by the lighting and reefer service changes, then the paving. The personnel support project facilities will be constructed at the same time as the electrical system.

Roger L. Peters, Director of Cargo Services Division, outlines the plans for the project. "We are trying to make these needed long-term improvements in such a way as to provide the least amount of disruption to our day-to-day cargo operations," he explains. "Our customers are important, and we want to continue to support their ongoing business needs.

As much as possible we will try to ensure that it is business as usual, that things like required power outages are scheduled when we have no ships alongside the pier."

Actual construction work is expected to begin mid-fall, with completion slated by the end of fiscal year 92-93. ▲

Port Commission Changes

Douglas Wong

On April 22, 1992, the San Francisco Port Commission unanimously elected business consultant Douglas F. Wong as President. He succeeds James M. Bouskos, who stepped down from the Commission May 1st at the expiration of his term of office.

Commissioner Wong is a businessman who has been described as bringing a combination of business acumen and knowledge of the Pacific Rim to the Port. "After four years on the Commission, I feel that my expertise and experience can continue to give the Port a leg up in competing for Asian trade," he acknowledges.

His goals for the Port Commission are twofold: "First, I would like to bring forward the projects we have in the queue, to get the Port development and infrastucture improvement projects rolling smoothly," he explains. "Additionally, I want to continue the efforts begun by Jim Bouskos to generate business opportunities for minority and women-owned, disadvantaged businesses."

* * * * *

On May 12th, Dr. Arthur Coleman resigned from the Port Commmission, after 12 years of service. Dr. Coleman had been a member of the Commission since 1981, serving through three City administrations. He has served as both President and Vice President during his tenure.

* * * * *

The Port Commission presented its highest honor—the Order of Maritime Merit with rank of Commander—to outgoing Port Commission President James Bouskos and to Commissioner Dr. Arthur Coleman in recognition of their years of public service and contributions to the port. ▲

along the WATERFRONT

China Basin Street May Be Renamed Terry A. Francois Boulevard

The Port Commission has approved in concept the redesignation of China Basin Street to Terry A. Francois Boulevard to recognize the first black member of the San Francisco Board of Supervisors.

Terry A. Francois, through his life's work served as a source of inspiration and encouragement for all African Americans and to all people who struggle for social justice. A San Francisco resident and practicing attorney since 1950, he fought racial discrimination in local industry, federal housing policies, and politics.

He was a founding member of the Black Leadership Forum and the Frederick Douglass Symposium, and served on a number of political, legal, and social organizations including the Urban League, the Council for Civic Unity, the Legal Aid Society, the San Francisco branch of the NAACP, and the San Francisco Human Rights Commission.

Appointed to the Board of Supervisors by Mayor Shelley, he went on to be elected and to serve on the Board for three terms.

The Port Commission action was taken in response to a resolution of the Board of Supervisors authored by former Supervisor Doris Ward urging the Mayor to request the change. The final decision on the street renaming will be made at a Commission meeting in July after a public hearing on the matter. ▲

New Greenery for the Embarcadero

Forty trees are now growing in the crosswalk in front of the Ferry Building, thanks to a generous donation from the law firm of Limbach and Limbach.

Karl Limbach, Senior Partner in the firm and a member of the Board of Directors of Friends of the Port, said his firm saw a chance to provide a temporary patch of green in the wide expanse of concrete. "We recognize that the Embarcadero freeway replacement project will eventually decide what goes here in front of the building. We thought that until those decisions are made that it would be nice to have something esthetic to look at every day."

Commissioners Wong & Halsted accept Golden Trowel from Karl Limbach

The Pitosporum trees are in planters along the edges of the crosswalk. The pattern of planters is designed to provide access to both parking lots and to avoid restricting the flow of pedestrian traffic.

The trees were officially given to the Port in a noon-time ceremony where Karl Limbach presented the "Golden Trowel" to Port Commision President Douglas Wong and Commissioner Ann Halsted. The ceremony was witnessed by Port and Limbach staff members, and was followed by refreshments provided by Gabbiano's Restaurant. ▲

Recycling Facility Opens at Pier 48

West Bay Resources, Inc., a joint Japanese-U.S. recycling program, has opened for business on Port property across China Basin Street from Pier 48.

The facility is the result of a partnership between international trading giant Kanematsu and Multi Material Management & Marketing Inc., an operator of recycling centers in Northern California.

The recycling center buys, collects, processes and ships waste paper, aluminum cans, and glass bottles.

Recycled paper is one of the Port's largest export commodities, shipped from San Francisco to the Far East where it is turned into paper and cardboard products.

The public facility is open 7 a.m.- 4 p.m., Monday-Friday, and 7 a.m.-noon on Saturdays.

For additional information, call 957-9971. ▲

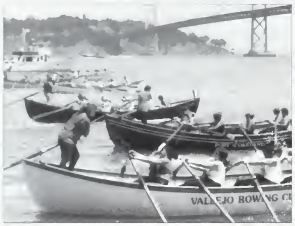
Paper is compressed for shipment to Asia

Labor Beats Management in Close Race in Largest Port Whaleboat Race Ever

Readying for the race

The ninth annual Port Promenade Whaleboat Race was an overwhelming success, with 31 entries forming the largest field ever assembled. Heats were required in all three divisions, making a great day of racing.

The final results saw Matson win the Men's Division, Embarcadero Rowing Club the Women's Division, and SeaLand the Co-ed Division. In what was the closest race of the day, a team from the Pacific Inland-boatmen's Union nosed out the rowers of the Pacific Maritime Association to take home the silver trophy in a special Labor vs Management Challenge Race.



Off to a good start

This race was designed to encourage sponsorship and raise funds for the Friends of the Port fall Port tour program. The race raised about $600 for the tours.

Friends of the Port co-sponsored the race with the Port of San Francisco. The Promenade race is the middle "jewel" in the Bay Area's Triple Crown of whaleboat races. (The other races are the Alcatraz Race and the Oakland Cup.)

Labor wins by a nose!

Labor celebrates the day

The teams from the Port finished in 7th place in all three divisions, but Port Engineer Fred Gerard was Coxswain of the winning Labor boat. ▲

UPCOMING SCHEDULE OF EVENTS

The following is a list of meetings and special events of interest

JULY

4 Independence Day
7 Waterfront Plan Advisory Board
8 Port Commission
21 Waterfront Plan Advisory Board
22 Port Commission

AUGUST

4 Waterfront Plan Advisory Board
12 Port Commission
19 Waterfront Plan Advisory Board
26 Port Commission

SEPTEMBER

1 Waterfront Plan Advisory Board
2 Citizen's Advisory Committee
7 Labor Day
10 Port Commission
17 Waterfront Plan Advisory Board
24 Port Commission

All meetings are in the Port Commission Room, unless otherwise indicated.

HISTORIC WATERFRONT TOURS BEGIN

The San Francisco Maritime National Historical Park is sponsoring Sunday afternoon walking tours of Fisherman's Wharf and the Hyde Street Pier. The ranger-led tours will begin at 2 p.m., in front of the Red & White Fleet ferry terminal at Pier 41, every Sunday through August. The one-mile tour will focus on historic sites and the "stories behind the storefronts" along the wharf areas. Casual clothing and comfortable shoes are recommended. For additional information call (415) 556 - 3002.

SPORT FISHERMEN TREATED TO FREE DAY

The Lovely Martha *(shown here)* and other boats of the Fisherman's Wharf sport fishing fleet treated local anglers to a free day on the Bay this month in an effort to call attention to the plight of their sport under pressures from regulatory controls, fewer fish, and increasing costs.

NEW WHARF BUS PARKING OPENS

A new bus parking lot, at the corner of Front and Vallejo (near Broadway) is now open, giving tour operators an off-street place to park while their tour groups visit Fisherman's Wharf. With 25 spaces for buses, the parking lot is designed to alleviate some of the traffic congestion in the heavy summer tourist season.

Wharfside
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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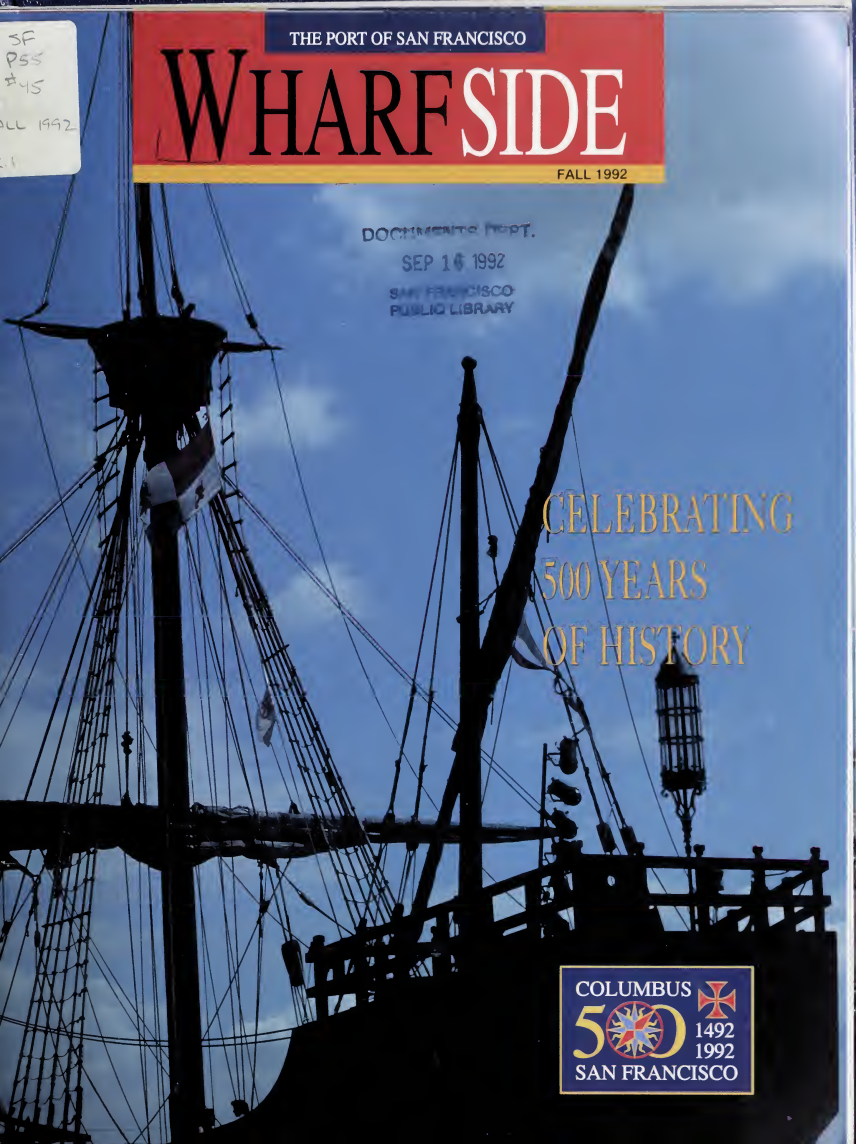

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Editors Note: Wharfside Magazine is now being printed on Recycled paper.
Cover: Columbus' flagship Santa Maria, Seville, Spain
Back : ZIM Iberia passing under the Bay Bridge
Photography: Gretchen Grover and Mark Snyder
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PORT OF SAN FRANCISCO

Port Commissioners
Douglas F. Wong, President
James R. Herman, Vice President
Ming Chang
Anne W. Halsted
Francis J. O'Neill

Executive Director
Michaèl P. Huerta

Agency Representation

Japan
Japan Representative Office
Honcho 3.9.4 Building, 4th Floor
9-4 Nihonbashi Honcho
3-Chome, Chuo-Ku
Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 108
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

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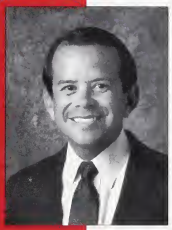
WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

The Port's mission statement challenges us to be "mindful of tradition while looking to tomorrow." With the upcoming Columbus Quincentennial we here in San Francisco have the opportunity to reflect back on history—particularly maritime history—to our cultural roots.

Columbus was multi-national—born an Italian, he honed his navigational skills in Portugal and sailed under the flag of Spain. San Francisco reflects the same sort of ethnic diversity—from our early Native American origin springs the City's Spanish, Italian, French, Irish, Jewish, Chinese, Japanese, Asian, Latin American and other cultural traditions. Each new group of immigrants arriving at the Port adds new flavors, new traditions, new energy to San Francisco.



We salute this vibrant, creative essence of the City in this issue by focusing on maritime history, giving you a calendar of events for the three major festivals that coincide at the Port in October, and by featuring a new, growing neighborhood developing at the Port.

The Port's history reflects significant growth and change, and it is how we respond to the changing circumstances that is the measure of our success. We finished the fiscal year just ended with an estimated surplus of $1.2 million, a turnaround of nearly $4 million from the year before. From the clipper ships to modern container ships, the maritime industry has traditionally focused on cargo. Today the focus has expanded to include water-dependent industries such as cruises, ferries and excursion boats, fishing, and ship repair. We are responding by reorganizing our structure to meet the developing needs of these diverse customers. The new fiscal year brings many challenges, but our history makes us strong enough to handle them.

Last month the world focused on the Olympics in Barcelona, Spain. One thing that came through in the coverage was the beautiful, rejuvenated waterfront—it was not just the city's edge, it was a gathering place, a forum for events. Our waterfront offers a similar forum, and we are working to bring the waterfront to life. The forthcoming festivals, the long-term Waterfront Plan development process, and day-to-day business all contribute to efforts to meet our strategic goal of providing public access and recreation for the citizens of San Francisco. I invite everyone to come to the waterfront and enjoy the energy and enthusiasm that we who work here see every day.

500 YEARS of Navigation

Next month the nations of the world will pause to honor an event which changed the course of history—the meeting of cultures long separated by great oceans. For five centuries, navigators from Columbus to our modern astronauts have pushed the boundaries of the known, sailing off into uncharted worlds.

To be alone at sea on a dark, moonless night in a sailboat is perhaps the closest we in the 20th century can come to experiencing the sense of what it must have been like for early navigators to embark on a voyage into the unknown. But today's modern technology enables us to know exactly where we are and where we are going, and we can stay in touch instantaneously.

By looking back through the navigational history of the last 500 years, we can begin to understand just how far we have come and to comprehend the significant contribution which navigation has made.

15TH CENTURY

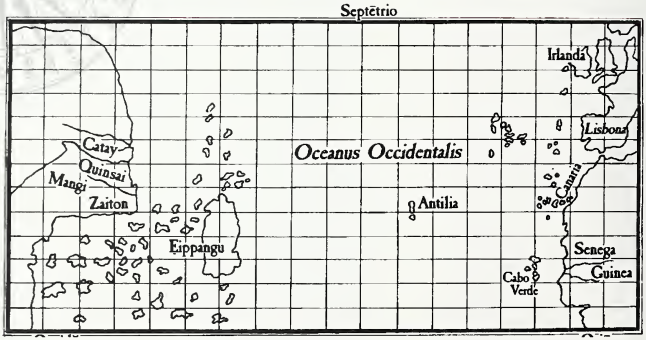
Navigation had existed ever since man began to use boats, but it really did not blossom as a "science" until the reign of Prince Henry "the Navigator" of Portugal. He encouraged interests in exploration and navigation, and, under his leadership, the Portuguese had begun venturing farther and farther afield, looking for profitable trade routes. These early efforts of exploration rarely left sight of land, and navigators relied on notes from previous voyages, log books and crude charts.

Lisbon, at the western edge of Europe, was a natural center for exploration, and it was here that a young Chistopher Columbus worked as a ship's officer, merchant and mapmaker, gained his navigation skills, and formed his idea about sailing west to reach India.

At that time, the only practical method of going between points across open water was to sail with the wind to the latitude of the destination and then to tack across the latitude circle until the opposite shore was reached. Celestial navigation had been invented, but it was a fledgling "science" known only by astronomers and educated men.

Columbus set sail with nothing more than an astrolabe and a compass, into the vast, uncharted "Ocean Sea." The astrolabe (a device for observing the position of celestial bodies) was difficult to use on the heaving, rolling decks of his ship. His skill as a navigator was described by one of his men

Columbus' view of the world



Two navigators are recognized for circumnavigating the globe in this century: Ferdinand Magellan and Sir Francis Drake. Magellan's five ships left Spain with 250 men aboard in 1519, sailing from the Canary Islands down the east coast of South America, around Cape Horn, and across the Pacific to the Marianas Islands. Actually, Magellan never completed the trip (he was killed by natives in the Philippines). His place was taken by Juan Sebastián de Elcano, who, with 18 men on the ***Nao Victoria*** reached Spain in 1522.

who wrote that "by a simple look at the night [he] would know what route to follow or what weather to expect."

He was an astute observer of natural phenomenon, noticing during the voyage that his compass needles moved away from the North Star. His intuitive interpretation of magnetic declination (the difference between magnetic and true north) enabled him to keep sailing westward, eventually making landfall in what most experts now believe was one of the islands of the Bahamas.

He was convinced that he had reached Cipangu (Japan) and was near Cathay (China). He spent much of that first voyage (and subsequent three voyages) looking for the mainland. He died in 1506 without really knowing the extent of the New World he had opened. His vision launched a great age of European exploration and colonization. Unfortunately, it also introduced disease and destruction.

While Columbus sailed west, the Portuguese explorer Vasco da Gama had sailed south from Lisbon around Africa, and, in 1497, succeeded in reaching India. That same year, John Cabot ventured westward from England, encountering Newfoundland. Italian Amerigo Vespucci, sailing at times for Portugal and at times for Spain, searched for the westward route to India, and, after several voyages down the coastline, was the first to recognize this was a new continent—it became named "America," in his honor.

16TH CENTURY

If the 15th century was the age of the navigator, then the 16th century was the age of the explorer/conqueror. The Spanish and Portuguese divided up the New World and began to settle, exploring and mapping as they went.

Vasco Nunez de Balboa, a master mariner, crossed overland on the isthmus of Panama, becoming the first European to discover the Pacific; Francisco Pizarro sailed southward from Panama to conquer the Inca empire (Peru); and Juan Pedro Cabrillo sailed up the west coast of North America as far as California, discovering San Diego.

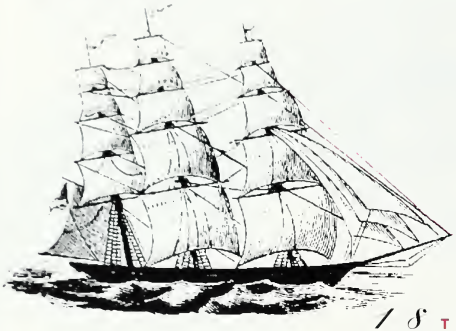
Sir Francis Drake's voyage around the world from 1577 to 1580 challenged the Spanish domination of the New World. Exploring for Queen Victoria, Drake sailed along the California coast, just missing San Francisco.

In what was probably the greatest technological development of the century, Flemish cartographer Gerardus Mercator developed new map-making methods. His first map of the world (1538) showed both North and South America, and, with the mercator projection, map-making and navigational information began to improve.

17TH CENTURY

The defeat of the Spanish Armada in 1588 by the British led by Sir Francis Drake began the English domination of the next century of navigation and exploration. As colonists moved to Jamestown and Plymouth Plantation, English explorers searched northward for the fabled "Northwest Passage."

Henry Hudson entountered Hudson's Bay in 1610, followed six year later by William Baffin who found the northern Canadian bay which now bears his name. Sir Walter Raleigh located the mouth of the Orinocco River on the north coast of Venezuela.



Two Dutchmen were responsible for fleshing out the last major uncharted terrestrial portions of the globe during this century. Willem Schouter rounded Cape Horn in 1616, disproving popular belief that the Tierra Australus mapped out by Magellan was a continent. Across the Pacific, Abel Tasman was commissioned by the Governor General of the Dutch East Indies to go exploring to the "Great South Land." In 1642 he circumnavigated Australia and discovered Tasmania and New Zealand.

18TH CENTURY

With the discovery of the marine sextant in 1731 and the development of the chronometer in 1734, mariners finally had a way to determine their position accurately. Navigators could finally measure longitude as well as latitude. Navigation took on a more scientific, more exact nature, and, as new information was added, charts became more accurate.

Vitus Bering set out northward from Russia and discovered the strait that now bears his name. His exploration led to the development of the Russian fur trade along the west coast of North America. Farther to the south George Vancouver explored the Straits of San Juan de Fuca and Vancouver Island. The Spanish continued their exploration of the west coast, and, in 1775, Don Manuel de Ayala discovered San Francisco Bay.

James Cook sailed the ***Endeavour*** on a scientific voyage to Tahiti in 1768 for the Royal Society. He explored much of the South Pacific, gathering botanical specimens and charting vast areas. On his next trip—probably the longest sailing ship discovery voyage in history at more than 70,000 miles—he explored the Antarctic and most of the southern hemisphere.

19TH CENTURY

This century marked a blend between science and business as people sought ways to apply the available technologies to improve the speed and reliability of ships. The five-year voyage of the ***Beagle*** 1831-1836 was an expedition to map the coasts of Patagonia, Tierra del Fuego, Chile and Peru for business purposes; the observations made aboard by Charles Darwin which led to his theory of evolution were just an unplanned benefit.

Trade monopolies had been replaced by free trade, and navigators now concentrated on sea routes to the world's great ports. The California gold rush encouraged the development of the swift clipper ships like the famous ***Flying Cloud*** which twice made the trip from New York to San Francisco in 89 days.

With Robert Fulton's successful launch of the ***Clermont*** in 1807, the age of steam came into being. No longer would navigators be at the mercy of the winds alone. As the use of steam power spread, navigation instruments had to become more technical. The pelorus was invented in 1854, enabling navigators to take accurate bearings. And in 1859 the pitot-static log was developed, measuring how fast a ship was moving through the water.

20TH CENTURY

The 20th century has been more an age of equipment than of navigators, but the human spirit to push the limits of the environment still perseveres. Man experienced flight for the first time, and navigation expanded to include the air as well as the sea. It even took men as far as the moon.

In 1947, Thor Heyerdahl set sail on his raft ***Kon Tiki*** to prove that early navigators could have made the voyage across the Pacific. His 101-day crossing was the classic battle between man and the sea.

The legendary Northwest passage was finally found in 1958, when the crew of USS ***Nautilus*** transited from the Atlantic to the Pacific, submerged under the polar icecap.

With the power of electricity, the automobile and other new time-saving inventions, including new navigation equipment, came into being. The gyrocompass, radio, radar, LORAN, OMEGA, automatic pilot systems, pocket calculators, computers, inertial navigation systems, satellite navigation, and the global positioning system began making navigation as easy as pressing a button.

NAVIGATION TODAY

The concepts of navigation remain basically unchanged from the days when celestial navigation was evolving in the 15th century. We use the position of the stars at a given point in time to determine our position on the earth. We just have more data and more technological assistance (computers and satellites). Navigators can now get a readout of their exact position, speed, and direction.

Today's navigator does not have to rely on personal knowledge of a coast as did Columbus or de Gama. Modern aids to navigation have been established world wide and are listed in publications and on accurate charts. WWV—the world's "time tick"—beams out readings from an atomic clock so that even the amateur navigator on a small sailboat has accurate information for celestial navigation.

In complex ports like San Francisco, Coast Guard Vessel Traffic Service controls the movement of ships, Bar and Harbor Pilots guide the ships past dangerous shoal areas, and tugboats maneuver ships safely in and out of berths.

Mariners still learn the basics of celestial navigation in organized training programs like the merchant marine academies and in on-the-job training. Before becoming master of a vessel, most individuals serve as ships' navigator. Like their 19th century counterparts involved in expanding free trade, today's navigators are involved in the business of meeting schedules and getting the ships safely to port. Hub operations like Nedlloyd Lines' San Francisco link between trade routes to the Far East and trade routes to Latin America, demand exact navigation.

Amid today's business of navigation perhaps there is still a sense of adventure—a little Columbus—in all mariners. ▲

The *Gao He* measuring in at 788 feet compared to the *Santa Maria* at 78 feet

FLEET WEEK
★ 1992 ★

SAN FRANCISCO

september 29

TUESDAY

8am–8pm
Fleet Week '92 Host-A-Sailor phone lines open, (415) 395-5027
The Host-A-Sailor programs links up members of the local community with visiting sailors. Lines will be open daily through October 13th. Call in with offers (e.g. home-cooked dinner, tour of the Bay Area, movie, baseball game, etc.) and interested sailors will select from the invitations at a special hospitality booth at Pier 39 once they arrive October 10th.

october 2

FRIDAY

12 noon
Columbus Quincentenary Queen Isabella's Coronation
City Hall

noon-midnite
Festa Italiana
Pier 35

The 10th Annual Festa Italiana features continuous entertainment, dancing, exhibits, cooking demonstrations, hand-crafted goods, a children's stage and activities, the 9th annual bocce ball tournament, and "abondanza Italian favoriti," including pasta, pizza, polenta and pastries. Tickets are $8 for adults, $5 seniors/disabled, $1 children 6-12. Opening day, seniors and disabled admitted free, noon until 6 p.m.

SAN FRANCISCO
FESTA ITALIANA
FISHERMAN'S WHARF

3-4

SATURDAY
noon-midnite **Festa Italiana**
Pier 35

SUNDAY
noon-10pm **Festa Italiana**
Pier 35
9:45pm **Fireworks**
SF Bay, off Pier 35

ts calendar

9 FRIDAY

1:30am - :30pm **Fleet Week '92 Youth Excellence Day** Aquatic Park
Navy parachute team show plus the Blue Angels practice show

-5pm **Sagres** Pier 45
Portuguese tall ship will be open for Public tours daily through the 14th (except for Saturday, the 10th)

10 SATURDAY

0:2 am **Fleet Week '92 Parade of Ships** SF Bay

1:30am **Fleet Week '92 Air Show** SF Bay
Parachute team, Coast Guard flyby, aerobatics, the Blue Angels

2-2pm **Columbus Quincentenary Music Festival**
Musical performances at The Anchorage, Cannery, Ghiradelli Square and Pier 39 representing Italy, Spain and the New World

2-5pm **Fleet Week '92 Navy Divers Demonstrations** Pier 39

3-5pm **Fleet Week '92 Boat Rides**
Pier 39, Special Boat Unit Eleven provides free boat rides

/pm **Fleet Week Navy Ball**
Hilton Hotel, Call (415) 348-3025 for reservation information

11 SUNDAY

8:30am **Fleet Week '92 Treasure Island 5K/10K Challenge Run**
Treasure Island/YBI

9am-5pm **International Day of Solidarity Indigenous Music Festival**
Crissy Field

10am **Fleet Week '92 Shipboard Church Services**
call (415) 395-5030 forinformation

10am-5pm **Fleet Week '92 Boat Rides**
Pier 39, Special Boat Unit Eleven provides free boat rides

10:30am-4:30pm **Fleet Week '92 Day in the Park**
Marx Meadow, Golden Gate Park
softball games, concert, Navy challenge games

11am **Re-enactment of Columbus' Landing** Aquatic Park

11am-3pm **Fleet Week '92 Ships Open for Public Visiting**
Piers 30/32, 35, and 45

noon **Columbus Quincentenary Columbus Day Parade**
Parade route begins at Powell, runs west on Jefferson to Leavenworth, then up Columbus to Washington Square

12-2pm **Columbus Quincentenary Music Festival**

12 MONDAY

sunrise **Sunrise Tabacco Ceremony**
Alcatraz Island
Sponsored by the International Indian Treaty Council; for details contact (415) 566-0251

10am-3pm **Fleet Week '92 Ships Open for Public Visiting** Piers 30/32, 35, and 45

sunset **Columbus Quincentenary Lighting of Washington Square**
New park lights sponsored by North Beach Chamber of Commerce

9pm **Columbus Quincentenary International Fireworks Display** SF Bay
Fireworks from China, Italy, Japan, Spain and the U.S. will be featured

13-14

TUESDAY & WEDNESDAY

10am-3pm **Fleet Week '92 Ships Open for Public Visiting**
Piers 30/32, 35, and 45

WEDNESDAY

7pm **Fleet Week '92 Closing Ceremony**
Treasure Island, Band performance, silent drill team, USMC sunset parade and fireworks

13-17

TUESDAY - SATURDAY

All Day **World Bocce Ball Championships**
Fort Mason
Call (415) 243-0465 for details

SOUTH BEACH —

San Francisco, a city famous for its neighborhoods, is witnessing the emergence of a new neighborhood along the southern waterfront, from approximately Pier 24 to Pier 40. While it does not yet have an official designation like its more famous cousins North Beach, Portrero Hill, the Richmond, or the Marina, South Beach has a character and a personality all its own.

It is young, it is vibrant, it is growing. In the last five years, more than 500 new homes have sprung up in what were open fields, parking lots, and industrial buildings along the edge of Port property. It is the only place in the Port where people can live right on the waterfront, across from working piers.

Typical of the strength of the neighborhood is the cornerstone project that started the development ball rolling, the Delancey Street Foundation. Fighting overwhelming odds, this local drug and alcohol rehabilitation program got funding for and built a massive commercial and residential project at the corner of Brannan and the Embarcadero, using program members who learned the construction trades as they went. Today this complex houses apartments, a Town Hall, a restaurant, a video store, and a print & copy business, all run by program residents.

To the north is Bayside Village and to the south is South Beach Marina Apartments, two large complexes both sporting street-level restaurants and businesses. Across the Embarcadero from the apartments is the South Beach Marina, the City's largest public-access marina.

New to the neighborhood this past year is the upscale Hills Plaza complex at Harrison and the Embarcadero. These condominium homes with spectacular Bay views are built above the old Hills Brothers Coffee factory, site now of offices, restaurants, and shops. Restaurants reflect the changing nature of the neighborhood as well. On the waterfront are the traditional and historical: Red's Java House (Pier 30/32) is a working "landmark" with the reputation for the best $1.25 sandwiches and $1.50 hamburgers in town.

A Developing Neighborhood

Other favorite Port restaurants include Boondock's (Pier 28), The Java House (Pier 40), and Dolph Rempp's Sailing Ship (Pier 42). Lunch with a Bay view is a breeze!

Across the Embarcadero, in the apartment complexes, are the newcomers to the restaurant scene: Town's End, the House of Hunan, Embarko, and the Delancey Street Restaurant. Described as an Ethnic American Bistro, Delancey Street is a sidewalk cafe with a waterfront view.

Hills Plaza includes Pickle, Lettuce & Romaine sandwich shop, Prima Vera gourmet foods and coffees, and the newest trend-setter, the Gordon Biersch brewery restaurant, a success almost from the day it opened. The brew-pub is so popular there are often lines after work, and the owners report they've stayed busy making beer just to keep up with the unexpected demand.

One advantage of this neighborhood is that there is still street parking available most hours of the day, although it gets tight around some of the hot spots. The parking lot at Main and the Embarcadero offers good rates for day-long parking and free shuttle buses to and from the Financial District, if you're looking for a bargain.

Transportation improvements are just around the corner. The City will be updating the Embarcadero roadway through the neighborhood, with construction on the Folsom-King section expected to begin by year's end. When complete, the roadway will have two lanes of traffic in each direction, with Muni-Metro running down a tree-lined center "mall" featuring pedestrian walkways and Muni stops.

Further development of the waterfront is also being examined as part of the Ports Waterfront Land Use Advisory Board planning process.

The Scandinavia Center is proposed for Pier 30/32, for example. This project, which has been approved in concept by the Port Commission, will add a cruise passenger terminal, parking, a conference center, shops, a marina, and amusements on the pier and a hotel across the Embarcadero.

This is a neighborhood on the way up! ▲

FRIENDS OF THE PORT Announces Free Boat Tours

Free boat tours of the Port, a lecture series, and a gallery space showcasing San Francisco's maritime history are planned this fall by Friends of the Port of San Francisco under the theme "Discover Your Waterfront."

With the generous support of both the Red & White Fleet and the Blue and Gold Fleet, Friends will sponsor six tours on Tuesday, October 27th. Each tour will be one hour 45 minutes in length and feature commentary by Port Staff.

The educational Port tours will depart from Pier 1/2 (just north of the Ferry Building) at noon, 1 p.m., 2 p.m. and 3 p.m. A tour at 4:15 p.m. will depart from the Red & White Fleet's Pier 41 dock, and the final tour of the day will depart at 5:15 p.m. from the Blue and Gold Fleet's landing at Pier 39.

Interested individuals may pick up free tickets at the Downtown Box Office, 325 Mason Street, or by mailing your request to the Box Office (SF, CA 94102) with a self addressed, stamped envelope. There is a limit of four tickets per person. Be sure to list a first and second choice for departure times.

Special arrangements for a limited number of group tours may be made by contacting the Downtown Box Office.

Friends will also sponsor a lecture series and walking tours on various aspects of waterfront history, culture and economics. In addition, Friends is currently sponsoring a project to catalog the historical photographs and drawings in the Port archives.

San Francisco archivist Philippe Bonnafont is researching the materials. Friends hopes to place some of the materials on display later this fall.

You can help support these educational activities by becoming a member of Friends of the Port. Fill out the coupon on the next page and mail it with your check to Friends of the Port, 3100 Ferry Building, San Francisco, CA 94111. ▲

Friends of the Port

☐ I want to support your waterfront educational programs. Please enroll me as an official member of Friends of the Port of San Francisco. Enclosed is my donation of:

☐ $10 ☐ $50 ☐ $100

Make out your tax-deductible check to "Friends of the Port" and mail it to:

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3100 Ferry Building
San Francisco, CA 94111

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Address _____

City _____ State _____ Zip _____

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Area(s) of Special Interest _____

Sign Up Now For Membership!

UPCOMING MEETINGS

The following meetings are scheduled in the Ferry Building Port Commission Room for the forthcoming quarter:

Port Commission

September	9, 23
October	14, 28
November	18
December	16

Waterfront Plan Advisory Board

September	1, 16
October	6, 21
November	3, 18
December	1, 16

Farmers' Markets Open at Port

Fresh produce, flowers, bakery items, hand-made crafts, and other delights are available at a weekly Farmers' Market on the roof of the Pier 39 parking garage.

Vendors from the Marin Farmers' Market sell their merchandise each Friday from 8 a.m. to 1 p.m. Validated parking is available in the Pier 39 parking garage.

The rooftop market will continue through November 20th.

A one-day Farmers' Market celebrating the destruction of the Embarcadero Freeway and the renewal of the San Francisco waterfront will be held from 9 a.m. to 3 p.m, in the plaza in front of the Ferry Building on Saturday, September 12th.

Sponsored by a newly formed non-profit organization, the San Francisco Public Market Collaborative, the day-long event will feature produce, flowers, meats, fish and dairy products, as well as locally-produced grocery items such as breads, tortillas, pastas, pastries, condiments and oils. Area restaurants will also be participating with food booths reflecting the culinary diversity of the City. ▲

Wharfside
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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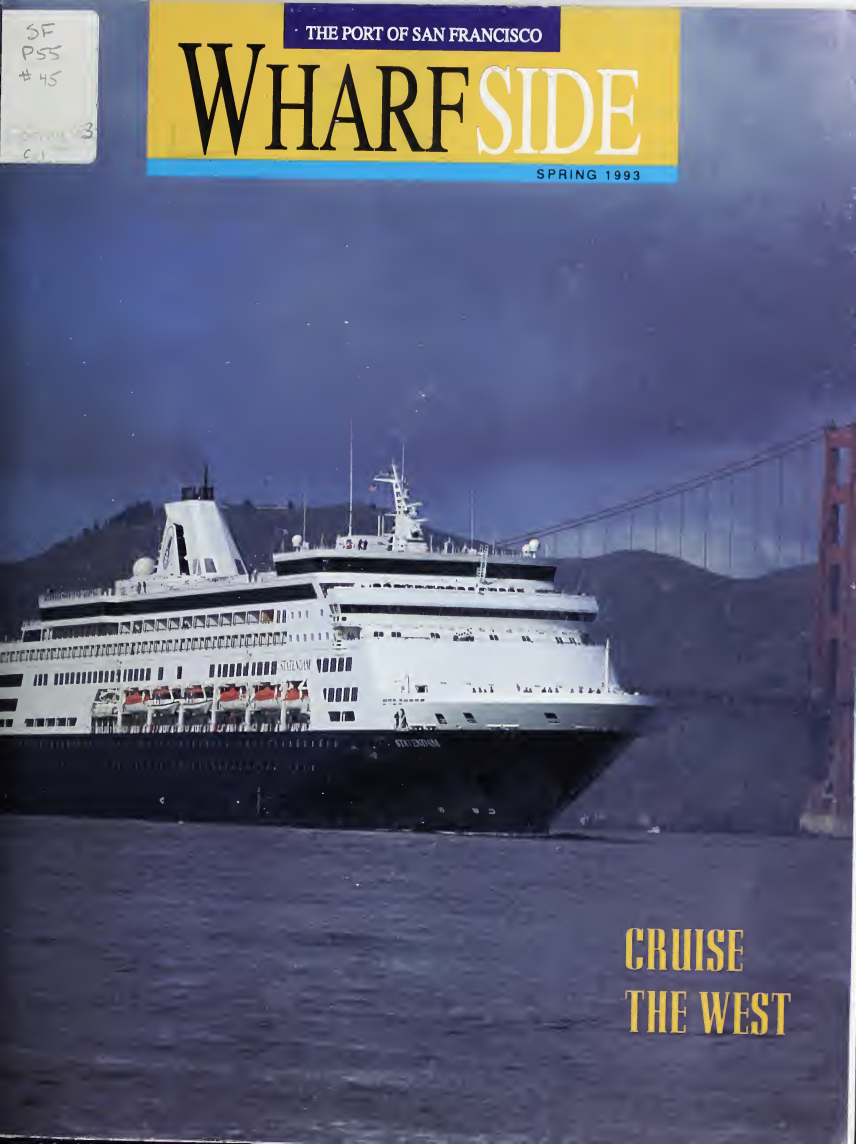
THE PORT OF SAN FRANCISCO

WHARF SIDE

SPRING 1993



CRUISE THE WEST

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PORT OF SAN FRANCISCO

Port Commissioners
Douglas F. Wong, President
James R. Herman, Vice President
Ming Chang
Anne W. Halsted
Francis J. O'Neill

Executive Director
Michael P. Huerta

Japan
Japan Representative, Port of San Francisco
Transmarine Ltd.
3rd Floor Fukuhara Building
No. 4-1, Nihonbashi, Odenmacho
Chuoku, Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 108
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

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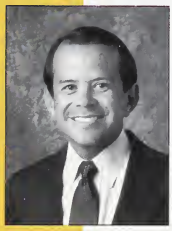
WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

This is my last report as the Executive Director of the Port of San Francisco. As many of you know, I have been nominated as the new Associate Deputy Secretary of Transportation and the Director of the Office of Intermodalism in the Clinton Administration.



Although this new job is an exciting opportunity for me to have an impact in setting national transportation policies and priorities, I make the move with a sense of sadness, of loss, because it means I will be leaving a City and a Port that I love. I want to express my appreciation to all of you who have made my stay in San Francisco so memorable.

I leave knowing that the Port will continue to progress towards its goal of creating a balanced and diverse waterfront everyone can be proud of, mindful of tradition, while looking toward tomorrow. Godspeed.

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Michael Moses, director of the AIA for received from the Port staff on his last day – a bottle of "Cousiño Cabernet Port." The port accorded him honorary Port of San Francisco ball caps, pins (Moses "Mike" and Brooke joined "Pen" as an honorary nickname for the three Moses people), pins (three people pins). The ball caps were accompanied by a memento, a copy of McDonough's gift certificate. He also received a gift certificate for the Occidental Bar, a Washington, D.C. institution. The Port Rowers also presented him with a long Dartmouth oar, and the Tenant Services Division provided a list of places in the Washington area where he might find a "port" atmosphere. All joined in wishing him well.

CRUISE THE WEST

From Seattle to San Diego, ports are joining together to market exciting cruise destinations on the west coast. Called "Cruise the West," this marketing effort focuses on the traditional ports of call like San Francisco, and offers new opportunities like the port of Eureka.

The Cruise the West effort was unveiled in Miami in February at SeaTrade, the nation's largest cruise trade fair. Representatives from Seattle, Portland, Eureka, San Francisco, L.A., Avalon, and San Diego met with cruise line planners, travel agents, and vacation planners to explain some of the unique things the west has to offer:

- spectacular natural beauty
- the nation's first and third most popular tourist attractions (Disneyland and Pier 39)
- new travel destinations
- an "eco-tourism" (environmental) focus

The efforts have already paid off. Two days after returning from Miami, port officials were notified that Royal Caribbean Cruises, Ltd. (RCCL) would be adding a stop in Eureka in 1994 for their northbound repositioning cruise from L.A. to Vancouver . Cruise visitors to Eureka can take tours of the area Victorian homes, gaze at massive redwoods along the Avenue of the Giants, go birdwatching in one of the nation's largest open marsh zones, and enjoy the lumberjack experience (a tour of one of the state's largest lumber mills and dinner in a logging camp restaurant).

Cruises are Good for Business

Why is everyone interested in cruise ships? Because cruises mean business—from on-ship employment, to warehouses and suppliers, to local tourism, the cruise industry today is big business.

A recent study by Price Waterhouse for the International Council of Cruise Lines shows that in 1992 the cruise industry provided 450,166 U.S. jobs, generating $14.5 billion in U.S. wages and an estimated $6.3 billion in domestic tax revenues. The study predicts a nearly 7% annual growth rate for the industry, bringing the total to nearly 600,000 jobs and $19 billion in wages by 1996.

Overall, the cruise industry adds an estimated $20.8 billion to the U.S. economy, with nearly $3 billion of the total going to seven port cities — Miami, Los Angeles, New York, Port Canaveral, Fort Lauderdale, Seattle and Tampa. In addition to the industries which directly support the ships, the ripple effect reaches throughout the economy in fields such as transportation and utilities, services, agriculture, construction, finance, insurance, and government.

Here in San Francisco, the Port receives nearly $100,000 annually in wharfage and dockage fees from cruise ships, and the private sector maritime service industries (stores, stevedoring, pilots and tugs) earn more than $800,000.

Additionally, the San Francisco Convention and Visitors Bureau estimates that the 45,000 cruise passengers coming through the Port spend $1.3 million in area hotels, restaurants and shops, primarily in and around Fisherman's Wharf. "We can definitely see a difference in the number of people taking our Bay tour on days when there is a cruise ship at Pier 35," reports Roger Murphy of Blue and Gold Fleet (Pier 39). "Having the cruise ships here means great business for us."

Maxim Gorkiy, one of two Ukrainian cruiseships to call this port, approaching pier 35.

Nippon Maru, Mitsui OSK Passenger Line, brought 750 young people to San Francisco as part of the World Youth Festival.

California's Cruise Business is Threatened

A law passed last year during the budget crisis threatens some of the state's cruise business. AB3679 makes it illegal for a cruise ship steaming between California ports to offer gaming (casinos) for its customers. While the law intended to outlaw "cruises to nowhere" (short cruises in and out of a single port for the purpose of gambling) and casino ships, it affects ships traveling along the coast. Legislators were told that the new law, when passed, would have no impact on existing business.

Royal Princess, 77,000 tons the largest passenger vessel sailing on the west coast, makes her maiden call.

In reality, the law has already meant the cancellation of stops at Avalon (Catalina Island) and San Diego for Royal Caribbean Cruise Lines, and it threatens some of the repositioning business on which San Francisco relies. Holland America Line, for instance, has dropped a call in San Francisco in the '93 season and will only call one California port instead of their usual two in the '94 season.
The cruise lines cite the facts that people expect shipboard gaming and that the casino revenues contribute to their overall profitability as key reasons for their decisions to drop California ports in response to the new law.

Norwegian Cruise Lines is reportedly considering moving its ship from Los Angeles to Florida. The California ports estimate that the potential loss of business as a result of AB3679 could be as high as $75 million annually. Hardest hit today are San Diego and Avalon.

The ports are currently working together to get the legislation amended. AB74, sponsored by Assemblywoman Dede Alpert, D-San Diego and co-authored by Assemblyman John Burton, D-SF, seeks to clarify the difference between gambling vessels and cruise ships, prohibiting gambling ships and cruises to nowhere but allowing the casinos aboard the legitimate passenger cruise lines to operate when the ships are in international waters steaming along the California coast.

Joining with the ports and cruise lines in support of the amendment are a variety of organizations, including the City and County of San Francisco, San Francisco Port Commission, Fisherman's Wharf Merchants' Association, Hotel Council of San Francisco, Pier 39, The Anchorage, The Cannery,

California Travel Industry Association, California Coalition of Travel Organizations, San Francisco Chamber of Commerce, San Francisco Convention and Visitors Bureau, Metropolitian California Stevedore Company, Stevedoring Services of America, Bay City Metal Trades Council, International Longshoremen's and Warehousemen's Union, Scandinavia Center, and San Francisco Drydock.

At press time, this bill was pending in the California State Assembly. ▲

The MV *Statendam* Holland America Line's newest ship, sails into San Francisco Bay on her maiden call.

1993 CRUISE DEPARTURES

	SHIP	DEPARTING FOR	LINE
May			
16	*Nieuw Amsterdam*	Vancouver/Alaska	Holland American Line
17	*Sky Princess*	Vancouver/Alaska	Princess Cruises
17	*Regent Star*	Prince Rupert/Alaska	Regency Cruises
18	*Nordic Prince* *	Vancouver/Alaska	Royal Caribbean Cruise Line
24	*Dawn Princess*	Alaska	Princess Cruises
June			
1	*Windward* *	Panama Canal	Norwegian Cruise Line
3	*Dawn Princess*	Alaska	Princess Cruises
5	*Sagafjord*	Vancouver/Alaska	Cunard Lines
13	*Golden Princess* *	Alaska	Princess Cruises
23	*Golden Princess*	Alaska	Princess Cruises
July			
3	*Golden Princess*	Alaska	Princess Cruises
13	*Golden Princess*	Alaska	Princess Cruises
23	*Golden Princess*	Alaska	Princess Cruises
August			
2	*Golden Princess*	Alaska	Princess Cruises
12	*Golden Princess*	Alaska	Princess Cruises
22	*Golden Princess*	Alaska	Princess Cruises
September			
1	*Golden Princess*	Alaska	Princess Cruises
11	*Golden Princess*	Alaska	Princess Cruises
11	*Sagafjord*	LA/Transcanal	Cunard Line
18	*Regent Star*	Transcanal/Montego Bay	Regency Cruises
24	*Nordic Prince*	LA/Mexican Riviera	Royal Caribbean Cruise Line
25	*Noordam*	Transcanal/Florida	Holland America Line
29	*Regal Princess*	Transcanal/Florida	Princess Cruises
October			
6	*Star Princess*	Mexican Riviera	Princess Cruises
December			
5	*Royal Viking Sun*	Ft. Lauderdale	Royal Viking Line

*** Maiden Call**

NORWEGIAN CRUISE LINE.
The Best Things In Life. At Sea.

Royal Caribbean

LA REVOLUCIÓN DE COMERCIO EN AMERICA LATINA

The economic outlook for Latin America is considerably stronger than most other regions in the world. That's the conclusion of Robert W. West, Senior Associate, Mercer Management Consulting, one of the experts discussing trade issues at the Port's second annual Latin American Trade Fair. He kicked off analysis of Latin America's Trade "Revolution" with a look back at the 1980s and a look forward at the 90s.

The 1980s, or as Mr. West described it, the "Decade of Desperation," could be described as a struggle for Latin America. Income per capita was declining, inflation was rampant, long-term debt was soaring, and export growth was slow.

But a series of political changes, and a tough focus on economics has led Latin America to the forefront. Inflation has dropped from an estimated 1200% per year to 10% throughout the region (except in Brazil). Gross Domestic Product (GDP) is now growing at a rate in excess of 3%, well above that of the U.S., Canada, or the European Community.

There is also freer trade, with lower import duties, export incentives, and a large number of bilateral and multilateral free trade initiatives. The U.S. is working towards approval of NAFTA (the North American Free Trade Agreement between the U.S., Mexico and Canada), but Latin America already has 13 free trade pacts signed or in progress. MERCOSUR (the South American Common Market), the Andean Pact, and the Enterprise for the Americas (EIA) initiative are among the free trade initiatives:

- MERCOSUR is the largest agreement, fostering $4.5 billion in trade in 1992. Members include Argentina, Brazil, Paraguay, and Uruguay.
- The Andean Pact countries — Bolivia, Columbia, Ecuador, Peru and Venezuela — have a trade agreement with the European Common Market, and the 1992 Andean Trade Preference Act gives these countries special status in trade with the U.S.
- The goals of EIA are increased trade based on harmonized market agreements, lower debt and increased investment.

Ruben Medina, Mexican Line, addresses the Trade Fair on Transportation and Port Developments in Mexico.

The audience listens in panel on marketing to Latin American businesses.

Mexico, Columbia and Venezuela are emerging as strong economic powers, with some people referring to them as "G-3," the Latin American equivalent of the "G-7" countries.

Behind the "revolution" are smaller, more focused governments, tax reforms and budgetary constraints, and a more efficient private sector. Latin America is increasingly open to foreign competition, foreign investment and privatization of previously nationalized industries.

Ruben Medina, Owners' Representative, Transportación Maritima Mexicana, highlighted privatization initiatives underway to modernize Mexican ports. Bill Smith, Marketing Manager, Contract Freighters, Inc., also outlined new U.S./Mexican initiatives in trucking and rail traffic that will mean increased market access for goods and services.

Legal restrictions and attitudes are changing, both of which should make marketing to Latin America easier for U.S.

Erick McMahon, Editor *Pacific Shipper*, talks with visitor at Port of San Francisco booth.

STEAMSHIP LINES CALLING SAN FRANCISCO
WITH SERVICE TO/FROM LATIN AMERICA

Blue Star Pace, Ltd.
Central American Container Line
Columbus Line, Inc.
SERPAC – Compania Sud-Americana de Vapores
(Chilean Line, Pacific Service)
ELMA – Empresa Lineas Maritimas Argentinas S.A.
Grancolombiana
Maruba S.C.A. – Empresa de Navegación Maritima
Naviera Interamericana Navicana S.A.
Nedlloyd
Mexican Line –Transportación Maritima Mexicana (TMM)

For additional information on the Port's Latin American carriers or products, call (415) 274-0519.

companies. Joint venture opportunities with new and existing Latin American companies offer easier access to these large consumer markets.

Things have changed, according to Jorge Bernales, Regional General Manager for Latin America for Levi Strauss. When his company went into the market many years ago, they built factories and set up distribution networks. Due to

WHERE'S THE BEANS?

The Port's designation as a coffee futures exchange delivery port last year anticipated increased coffee traffic. But that has not happened. In his speech at the Latin American Trade Fair, Richard L. Thompson, Senior Vice President of Purchasing, Nestlé Beverage Company offered the following insight into why:

At one point it time it could be said that coffee was the second most widely traded commodity in the world (after oil). However, since July 1989 the commodity has lost nearly 60% of its value, with a serious economic impact throughout the world.

Where before we had a trade quota system and price supports as part International Coffee Agreement, today we have a new fluid open marketplace. Mr. Thompson reports that efforts to renegotiate a new coffee agreement ended last March in failure. "This age of free trade and market-driven economics has seemingly killed the political will for such price supports, as evidenced with tin, rubber and cocoa, as well as coffee," he explains.

The producer nations want the ability to raise prices at least annually, and the consumer nations want long-term price stability. The result, according to Thompson, is no agreement, and a basic shift back to fundamentals. "One of the beneficiaries of the free coffee market has been the increased activity and use of the futures and options markets," he adds, with certified coffee stocks growing since 1989 from 300,000 60-kilogram bags to almost 6 million and businesses like warehousing, transport, sampling, and insurance seeing substantial growth. "Unfortunately, these businesses located on the West Coast have not received their fair share of the pie."

Why? The Coffee Sugar and Cocoa Exchange is located in New York, and the Exchange Coffee Committee added a 2.25 cents/pound differential on coffee delivered here, a move Thompson said "can only be described as a self-serving bias to protect the New York Market." The result of the price discount has been that coffee has not come to San Francisco for delivery.

Certified Coffee Stocks as of 4/2/93

New York	3,649,861 bags
New Orleans	1,974,345 bags
San Francisco	34,750 bags

The Coffee Committee has reconsidered the discount, and, effective in March 94, it will be modified to .75 cent/pound. The challenge for West Coast Coffee producers is to get the discount removed altogether.

budget constraints and economic situations in these countries in the 1980s, Levis was forced to close many of these factories. Today their operation relies more on competition and an international distribution system.

An "international focus" is how Charles Skuba, Senior Vice President of Saatchi & Saatchi Pacific described marketing and advertising in Latin America. "You can't just take an American commercial and translate it into Spanish and assume it will work in Latin America today," he explained. "Latin American ads are more European in focus."

And, although trade barriers are coming down, he cautioned that the differences in regulations between countries make it important to work with local companies on producing and placing commercials and ads. One ad may work for one country and be entirely wrong for another.

Another area that is starting to see changes is intellectual property rights, but this area is still a problem for most companies. While you may own the copyright on something in English, simply having it translated into Spanish may give the translator copyright on it in some countries in Latin America. That's according to Michael Mesnik, an international computer law specialist with Baker & McKenzie, a Chicago law firm.

The Trade Fair participants agreed that the opportunities for trade with Latin America far outweigh the problems caused by growing, changing markets. There is a consensus that the free trade momentum is likely to accelerate and trade with the region will continue to grow. If the 80s were the Decade of Desperation, the 90s will be the Decade of Free Trade.

Walter A. Abernathy

along the WATERFRONT

Top Bay Area Shipping Expert Joins Port Team

The Port Commission has hired Walter A. Abernathy, former Executive Director of the Port of Oakland, as a Management Consultant to advise the Commission during the period while they are selecting a new Executive Director. Mr. Abernathy currently is the President of Edgewater Consultants, a firm specializing in international trade and maritime issues.

As the founding organizer of the Bay Dredging Action Coalition, he brings to the Port special expertise in consensus-building and dredging and environmental issues. He also has a solid background in marine terminal development and management.

"Outgoing Port Director Mike Huerta has done an outstanding job of guiding the Port for the past four years," says Mr. Abernathy. "I look forward to assisting the Port Commission and staff in managing a smooth transition to a new administration."

Mr. Abernathy will provide support to the Commission, assist with management and administration of all activities under the jurisdiction of the Port, evaluate and review management and operations, ensure momentum is maintained for existing projects and initiatives, and represent the Port at official functions.

"Wally Abernathy is one of the most knowledgeable maritime experts in the Bay Area," offers Commission President Doug Wong. "We are excited about this opportunity to work with him and to maintain our service to our customers."

The process to choose a new Executive Director is already in motion. The Port Commission is considering proposals from executive search firms for a nationwide search to develop a list of candidates. One of these firms will be selected at the Commission's May 12th meeting.

The actual search is expected to take 6-8 weeks to conduct, and candidates should be interviewed in July.

The Commission will recommend one of the final candidates to Mayor Frank Jordan and a new Port Director should be named sometime in August. ▲

Chilean Port Director to Head AAPA

Raúl Urzúa Marambio, Director of EMPORCHI (Empresa Portuaria de Chile — the Chilean Port Authority), will become the Chairman of the American Association of Port Authorities (AAPA) in September, marking the first time that this 81-year-old organization has had a leader from South America.

"Señor Urzúa's election demonstrates AAPA's role as a hemispheric organization," said Erik Stromberg, President of AAPA. "As north-south trade patterns strengthen and intra-hemispheric linkages grow, AAPA will be well-positioned."

Urzúa succeeds David Bellefontaine of Halifax, Nova Scotia, as Chairman. AAPA represents virtually all public port authorities and agencies in the U.S., as well as port agencies in Canada, Latin America and the Caribbean. ▲

C. Graham watercolor of the Ferry Building

"Friends" Offer Ferry Building Lithograph

As part of its efforts to raise funds to support educational programs, port tours and historical archiving, the Friends of the Port (FOTP) is selling a limited edition lithograph of the C. Graham watercolor of the Ferry Building.

The earthtones painting was originally produced in 1895, and was used in honor of the opening of the new ferry terminal in 1898. It depicts the ferries and the Union Depot and Ferry House, focusing attention on what would become, at its heyday in the 1920s, the second busiest terminal in the world behind London's Charing Cross Station.

The original painting hangs outside the office of the Port's Executive Director. A framed sample of the lithograph is on display in the reception area of the Port's offices in the Ferry Building. Call Friends of the Port at (415) 673-3879 for additional details. ▲

Fame, Fortune and Sweet Liberty On Exhibit in Ferry Building

"Fame, Fortune and Sweet Liberty," a multi-media exhibit sponsored by the Free Hanseatic City of Bremen, Germany, and the World Affairs Council of Northern California is on display in the Ferry Building until June 14th.

The exhibit dramatizes the European emigration experience of the last 150 years, following the travels of two fictional immigrants from their German and Polish homelands to the United States. The display utilizes historical photos, video, mannequins, and audio to create a "you-are-there" sensation.

San Francisco is the third U.S. stop for this exhibit honoring the seven million Europeans who made a "departure into the unknown" leaving Bremerhaven and Bremen between 1815 and 1915 for America and a new life. The Bay Area was chosen because an estimated 53% of our citizens have European immigrant backgrounds. Some of the more famous immigrants to depart via these two famous ports include Claus Spreckels, violinist Isaac Stern, rock-promoter Bill Graham, and the Haas, Lilienthal and Strauss families.

The exhibit is open from 9 a.m. - 6 p.m., Monday through Friday and 11 a.m. - 6 p.m. Saturday. (The last entry is at 5 p.m.) Admission is $5 for adults or $2 for senior citizens, children under 12, or groups. ▲

"Will I get in?" European immigrants are greeted at Ellis Island.

Pier 45 Earthquake Repairs Resume

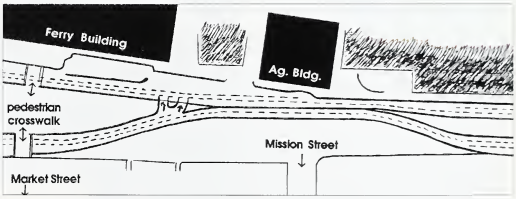
Phase Two of the Pier 45 Earthquake Repairs Project—the soil stabilization effort—has finally begun. Test grouting was conducted in mid-April and a notice to proceed was signed by outgoing Port Director Michael Huerta as one of his last official acts.

The project will include drilling holes and injecting a cement "grout" compound into the ground beneath the pier to solidify the existing fill dirt. This grouting process is relatively new technology, and this is the first time a project of this scope has been tried. The grouting should take 9-12 months to complete, with final repairs being made to the buildings once the soil is stable. This phase of the project was delayed for almost a year due to the Port's appeal of a Federal Emergency Management Agency (FEMA) decision regarding paying for the repairs. FEMA has now agreed to fund the repair project, and the Port expects the entire project to be completed in 1994.

The final phase of the project will include repaving the entire pier, repairing the buildings, bringing all utilities up to code, and reroofing portions of the pier. ▲

Muni Construction to Reroute Embarcadero Traffic

Changes in Embarcadero Roadway during phase I of MUNI turnback project



The MUNI Metro turnback project—the effort to bring light rail vehicles to the surface from the Embarcadero station—will affect traffic along the Embarcadero near the Ferry Building for the next few months.

In the first phase of the project, northbound traffic will be merged from three lanes to two lanes at Mission Street. Southbound lanes will be rerouted across the existing median parking area to parallel the northbound lanes in front of the Agriculture Building. The southbound lanes will return to the existing roadway at Howard Street.

Mission Street will be blocked off, and there will be no access to Mission from either direction along the Embarcadero. This phase of the project is expected to take three to four months.

For the second phase of the project, northbound traffic along the Embarcadero will be unaffected, however southbound lanes will detour down Mission to Steuart Streets in a one-way pattern similar to that which was used during the freeway demolition.

The turnaround project is one of a series of City Department of Public Works transportation improvement projects currently underway along the waterfront. The southern Embarcadero project (Folsom to King Street) has been underway since last fall, and work can be expected to begin on the northern Embarcadero project (Broadway to Fisherman's Wharf) later this summer. ▲

Farmers' Market Returns to Ferry Building

Beginning May 22nd and running through Thanksgiving, there will be a Farmers' Market each Saturday, 9 a.m. - 2 p.m., in the parking lot directly in front of the Ferry Building.

San Francisco's newest certified farmers' market will feature more than 40 regional producers selling fresh meat, fish, and seasonal produce, as well as baked goods, cheese, flowers, pasta, and prepared goods. On opening day, and at monthly special events, hungry shoppers can sample "street food" prepared by some of San Francisco's best restaurants.

On May 29th, chef and owner Bradley Ogden, of One Market Restaurant, will launch a special "Shop with the Chef" feature. Each Saturday at 10 a.m., a leading chef will tour the market and assemble a market basket which will be given away later in the day in a public drawing.

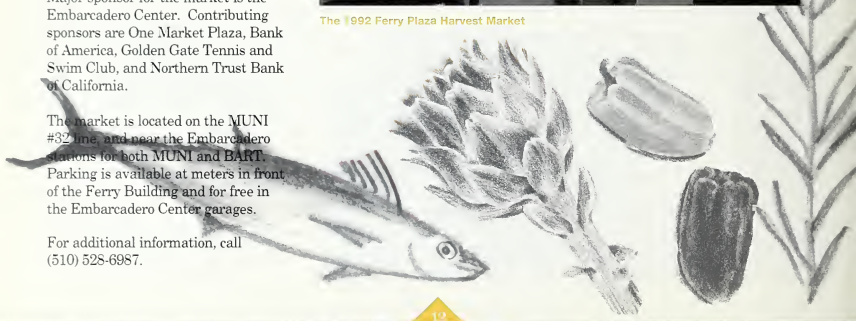
The weekly Ferry Plaza Farmers' Market is sponsored by the San Francisco Public Market Collaborative, the non-profit organization which hosted last fall's highly-successful Ferry Plaza Harvest Market. The Collaborative is looking for a permanent public market on the San Francisco waterfront, something similar to Seattle's Pike Place or Vancouver's Granville Island.

Major sponsor for the market is the Embarcadero Center. Contributing sponsors are One Market Plaza, Bank of America, Golden Gate Tennis and Swim Club, and Northern Trust Bank of California.

The market is located on the MUNI #32 line, and near the Embarcadero stations for both MUNI and BART. Parking is available at meters in front of the Ferry Building and for free in the Embarcadero Center garages.

For additional information, call (510) 528-6987.

The 1992 Ferry Plaza Harvest Market



SCHEDULE OF EVENTS

The following meetings are scheduled in the Ferry Building Port Commission Room for the forthcoming quarter:

MAY

12 Port Commission
16 Bay to Breakers
19 Port Promenade Whaleboat Race
19 Waterfront Plan Advisory Board
22 Farmers' Market Season begins
26 Port Commission
31 Memorial Day, Port offices closed

JUNE

1 Maiden call, MV *Windward*
1 Waterfront Plan Advisory Board
4 First new generation Evergreen ship arrives
9 Port Commission
13 Maiden Call, *Golden Princess*
16 Waterfront Plan Advisory Board
23 Port Commission

JULY

5 Fourth of July observed, Port offices closed
14 Port Commission
21 Waterfront Plan Advisory Board*
28 Port Commission

AUGUST

11 Port Commission
27 Waterfront Plan Advisory Board*
25 Port Commission

SEPTEMBER

6 Labor Day, Port offices closed
7 Waterfront Plan Advisory Board
8 Port Commission
15 Waterfront Plan Advisory Board
22 Port Commission

**tentative date, subject to change*

WHARF BUS PARKING OPENS

Tour bus parking is now available on the valley of Pier 45 at Fisherman's Wharf, between Piers A and B. Arrows showing the route into the parking area have been painted on the roadway in front of the Franciscan Restaurant.

USS PAMPANITO GOES INTO SF DRYDOCK

The historic World War II submarine usually berthed at Pier 45, spent a couple of weeks in the San Francisco Drydock for routine maintenance.

Wharfside
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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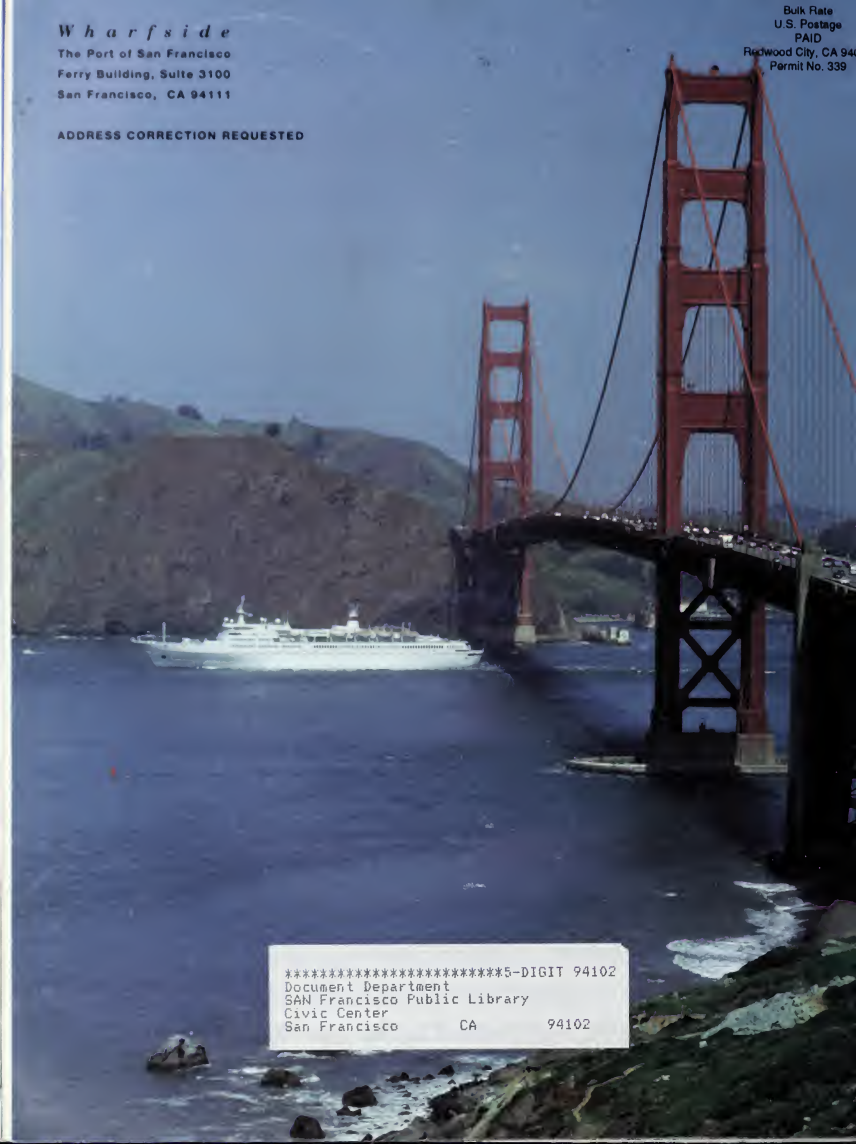

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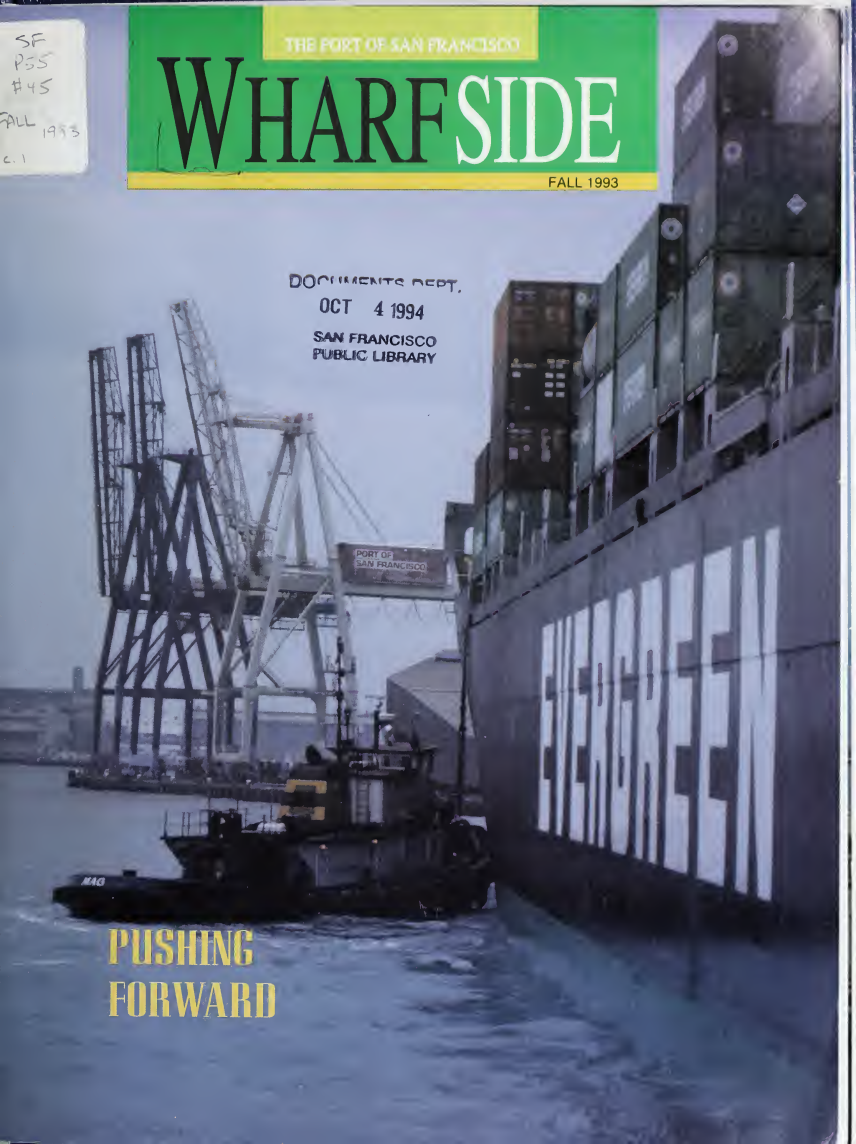

PUSHING FORWARD

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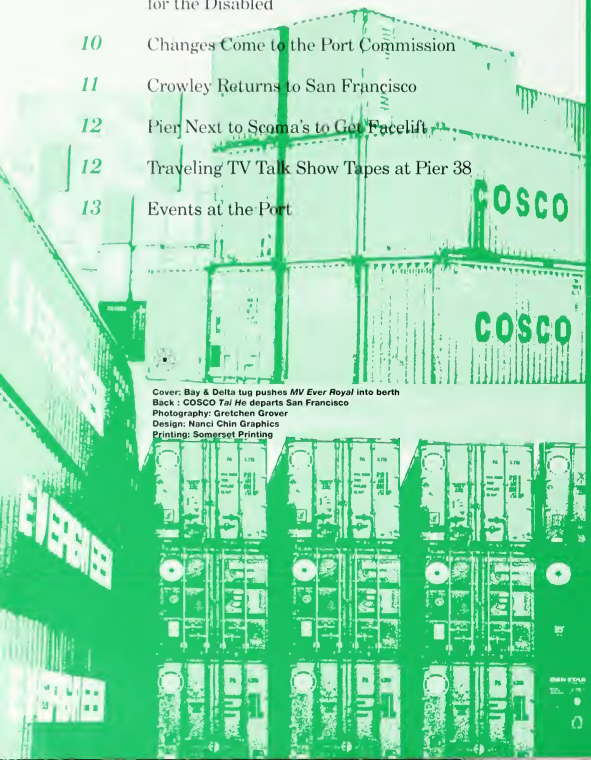


Cover: Bay & Delta tug pushes *MV Ever Royal* into berth
Back : COSCO *Tai He* departs San Francisco
Photography: Gretchen Grover
Design: Nanci Chin Graphics
Printing: Somerset Printing

PORT OF SAN FRANCISCO

Port Commissioners
James R. Herman, President
Anne W. Halsted, Vice President
Ming Chang
Preston Cook
Francis J. O'Neill

General Manager
Walter A. Abernathy

Japan
Japan Representative, Port of San Francisco
Transmarine Ltd.
3rd Floor Fukuhara Building
No. 4-1, Nihonbashi, Odenmacho
Chuoku, Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 108
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

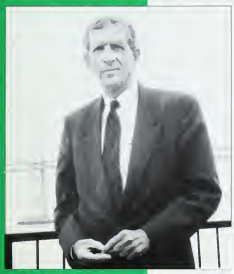
WHARFSIDE is published quarterly by the Port of San Francisco's Legislative Affairs and Communications Office, which is solely responsible for its content. Comments, address corrections, or requests to be added to the mailing list should be addressed to the Editor:

WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

Everyone is familiar with the role of substitute teacher — they are there mostly to take role, keep the order and not make any significant changes. Some people, perhaps expected that I would be the "substitute teacher" replacing Michael Huerta, but I saw this job as a challenge.

I could get some short-term projects accomplished that could help the Port in the long run. I chose to take a proactive role in setting priorities for projects and focusing attention and resources on the things we ***could*** *accomplish.*



Working closely with Southern Pacific, we've made great strides on the tunnel project, as well as some of the other infrastructure projects for Cargo Services. (See story, next page.) The Port Commission has recently approved a leasing policy for Tenant Services which will allow us to develop longer-term leases and improve minority business opportunities. And we're aggressively looking at ways to streamline procedures and improve productivity. All of these efforts are designed to keep the Port pushing forward.

One project that came up regularly in discussions with various groups was the Ferry Building. People want to know when the earthquake repairs will be finished, but, even more important, they want to know what the Ferry Building of the future will be. We have exciting news on both areas: the final seismic repairs begin this month, and we have just come through a stimulating design exercise that has given us some fresh, creative ideas for the Ferry Building.

More than 20 of the City's top urban planners and civic activists donated their time to the Port to participate in a two-day Ferry Building planning conference. (The results of their efforts are outlined beginning on page 5.) Their energy, their commitment, and their zeal have given us a renewed focus for the entire waterfront planning process.

We are close to coming out with the full recommendations of the Waterfront Plan Advisory Board, and, after an economic impact study, with the Waterfront Plan that was mandated by the voters in 1990. The Port of San Francisco is preparing for the 21st century.

CARGO SERVICES PUSHES FORWARD

Hundreds of people who visit the waterfront every day might ask "where's the cargo?" Why the confusion? Because most of the cargo-handling at the Port goes on at the southern end instead of along the highly-visible northern waterfront.

"Cargo handling brings in more than 41% of the Port's annual revenues," emphasizes Roger Peters, Director of Cargo Services. "We're not as large a port as Oakland, but we do handle more than three million tons of cargo each year. In fact, the person who asks where's the cargo probably read his morning paper over a cup of coffee not knowing that both his coffee and the newsprint his paper is printed on were delivered here to the Port of San Francisco."

Newsprint, primarily from British Columbia, is the Port's number one import. Coffee from Central and South America and Southeast Asia falls right behind.

Cotton from the central valley is our biggest agricultural export to Asia, and much of it returns through the Port as clothing for such retail chains as Mervyn's, Sears and Walmart.

The Port ranked 18th in total container volume for U.S. ports at the end of 1992.

"Because we are smaller, we have to try harder to attract business," explains John Neudecker, Marketing Director for Cargo Services. "We try to make sure we have current technology, sound infrastructure, good support services and outstanding customer relations. That's why we have undertaken some major infrastructure projects over the last year, and that's why we work directly with our customers to help them build their business. We're excited about what is happening at the Port."

Evergreen Brings Largest Ship to San Francisco

In June, welcoming ceremonies were held at Pier 96 for *Ever Royal,* the largest vessel in history to call the Port of San Francisco and the newest vessel for Evergreen Marine Corporation, the world's largest container line.

The ship was met by members of the Port Commission, the mayor's office and local maritime firms. "The maiden call of *Ever Royal* marks a new era in Pacific Rim business for the Port," said Commission Vice President Anne Halsted, host of the ceremonies.

This new "R"-type container ship is 965 feet long, and can carry more than 4,000 twenty-foot containers (TEUs). That is 23% more cargo than any other Evergreen vessel currently calling the Port.

With the ship making regular calls to the Port on its 35-day transpacific route, the Port could see an increase in both imports and exports.

The *Ever Royal* has more refrigerated cargo capacity, which means she can carry more California poultry, meats, fresh fruits and vegetables to overseas markets.

Evergreen has been the largest shipping customer at the Port of San Francisco since 1979. In 1992, the corporation's ships handled more than 350,000 metric tons of cargo through this Port:

- more than 9,000 TEUs of imports
- more than 24,000 TEUs of exports

Ever Royal is the first of four planned "R"-type panamax container ships Evergreen will be adding to its fleet in the next two years. Panamax ships are the largest vessels capable of going through the Panama Canal.

Starporter cranes, shown here working *Nedlloyd Tokyo,* will be raised by Spring '94.

Pier 94 Cranes Get a "Lift"

The Port has embarked on a project to raise the two Starporter cranes at Pier 94 an additional 17 feet to allow them to handle more easily the larger ships now calling at the South Container Terminal. The "lift" will be accomplished by temporarily jacking the crane up and adding a new leg section at the bottom.

The extra height will enable the cranes to reach containers stacked six high on the hatch covers of the panamax ships and will speed service to shipping lines like China Ocean Shipping Company (COSCO) and the Latin American "Servicio Pacifico" SERPAC consortium (Chilean Line, Grancolombiana, and Navicana), which call at the terminal.

At the same time the height is added, the hoisting capacity will be increased from 30 long tons to 40 long tons, the spreaders will be replaced with new, "twin-20" Earl's spreaders, trolley rails will be inspected and repaired, and motors and generators will be overhauled.

"We plan on completing this project with as little disruption as possible for our customers — we've worked out a schedule that will mean only one crane will be out of service at any time," explains Skip Zeller, Port Mechanical Engineer, who is managing the contract. "The contractor, Rigging International of Alameda, CA, came in 8% under our engineering estimates, and with their cooperation, we hope to bring this project in on time and on budget."

Scheduled completion for the project is April 1994.

"We're excited about the increased flexibility the crane upgrade will give us to handle the newer, larger ships," adds Roger Peters. "This is just part of the long-term efforts the Port is making to ensure that we keep up with changing technology."

Another benefit of the $1.7 million project is that the useful life of the cranes will be extended approximately 20 years, according to Skip Zeller.

Pier 80 Improvements Project Nears End

Heavy rains last winter delayed construction at Pier 80, but the terminal improvements project designed to provide customer support and increase terminal throughput is still on track. Expected completion date is now mid-September.

The overhead electrical lines have been replaced with an underground system to provide stable, uninterrupted electrical service. New lines with greater capacity, better placement, and up-to-date plug arrays are being added, doubling the number of reefers which can be accommodated at the pier at any one time.

The entire highmast lighting system is being renovated electrically and structurally. Additionally, new personnel support facilities have been constructed for the stevedores.

The final step, strengthening the pavement and repaving the entire pier, has been completed on about two-thirds of the container storage area. The new pavement will allow operation of rubber-tired gantry cranes throughout the container storage areas, and will allow four-high stacking of containers.

Repaving project at Pier 80 enters final phase.

Tunnel #4, south of Port.

The North Container Terminal, which was originally constructed in 1967 now serves Blue Star, ELMA, Maruba, Nedlloyd, NSCP, South Pacific Interline, South Seas, and UYL lines.

MTC Approves Tunnel Project Funding

The Metropolitan Transportation Commission (MTC) has approved $5.4 million in funds from the 1992-93 cycle of Intermodal Surface Transportation Efficiency Act (ISTEA) funding for the Port's project to construct a gauntlet track in two tunnels south of the Port, allowing access for high-cube doublestack trains.

The Port is also seeking an additional $1.2 million in ISTEA funds (for the 1994-95 cycle) this fall, and staff is negotiating an agreement with the Joint Powers Board for $2.4 million in I-280 mitigation funds for the tunnel project's passenger-related improvements.

Right now Tunnels #3 and #4 have double tracks, and, the height clearance at the outside edge of the tracks is only enough to handle two 8 feet 6 inch containers. (The high-cube containers are 9 feet 6 inches tall.) By building a gauntlet track down the center area of the tunnel, trains will be moved away from the tunnel wall to an area with sufficient clearance.

The gauntlet track project will include building special signals, since trains will not be allowed on the regular tracks whenever the gauntlet is in use. Use of the gauntlet track will be restricted to certain times of the day to avoid interfering with CALTRAIN commuter traffic on those tracks.

The project is currently in the final design stages. Construction is expected to start in Spring 1994, with final completion targeted for Spring 1995.

"The tunnel project means a real commitment to customer service," comments Walter Abernathy, Port General Manager. "We want to remain a full service port, to allow our customers to take maximum advantage of our on-dock rail facilities." ▲

A NEW LOOK AT THE FERRY BUILDING

"Next to City Hall, the Ferry Building is the second most important and recognizable public building in San Francisco, yet it is a building which the public rarely enters."

That was the key finding of a group of more than 20 architects, urban planning and real estate experts, economic analysts, transportation specialists, and government planners who came together last month at a Port Planning Conference to try and determine the future of the historic Ferry Building.

Bruce Judd explains Ferry Building concepts.

"As we look forward to the centennial of the Ferry Building in 1998, we have an historic opportunity to revive the building and bring back its symbolic role as a gateway to the City," says Sharon Lee Polledri, the Port's Director of Planning, Development and Community Affairs. "We recognize that we have to pump new life into it."

New life and new direction were the watchwords as the experts gathered to look at what could be done to renovate and re-energize the building.

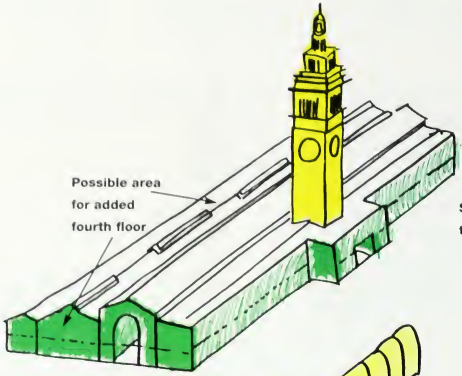
Site plan team at work.

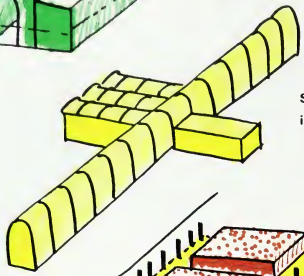
The Ferry Building at its heyday was the transportation hub for the entire region. More than 170 ferries arrived and departed each day from the eight berths, with approximately 50 million riders per year passing through its gates. The building was said to be the world's second busiest terminal, behind London's Charing Cross Station. In today's terms, it would be as busy as Los Angeles International Airport.

With the removal of the Embarcadero freeway, there is new interest in the waterfront, and, in particular, the Ferry Building. There is a citizens' advisory committee studying options for the plaza and roadway on the landside of the Ferry Building, and the Port Commission has identified the completion of earthquake repairs and renovation of the Ferry Building as one of its highest priorities.

Port staff is applying for federal transportation funds to design the Ferry Building of the future, but, before that could happen, a clear set of design and development objectives for the building needed to be defined. The Port turned to some of the best experts in the field of urban design for answers.

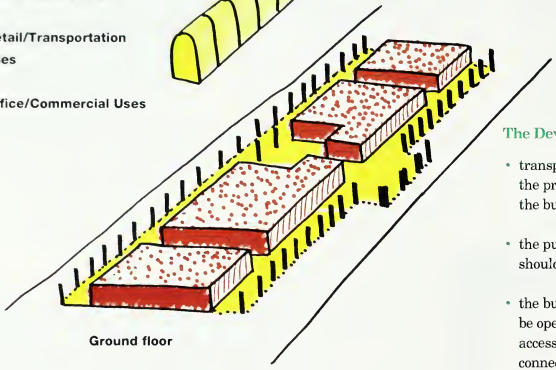
The group, brought together for a two-day workshop, was given the challenge of creating those objectives.





Ferry Building Proposed Layout

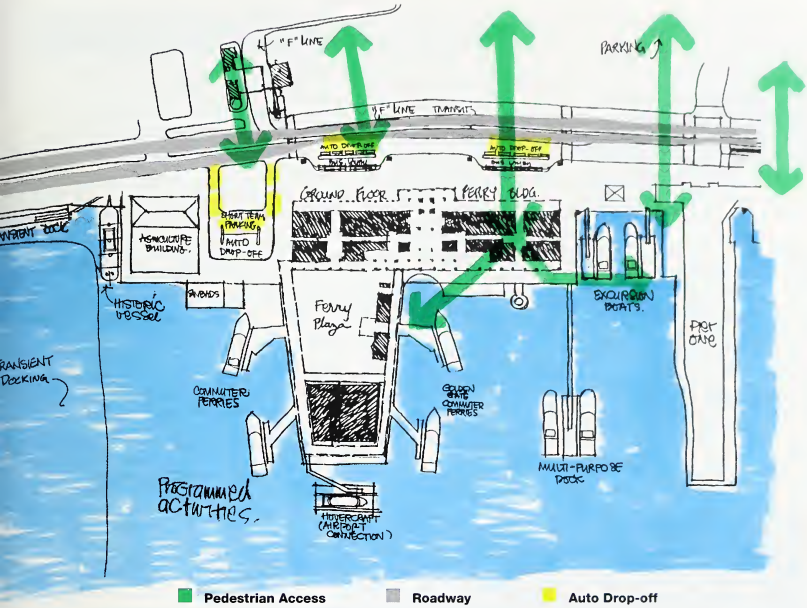
- Public Access Areas
- Retail/Transportation Uses
- Office/Commercial Uses



The first step the group took was to discuss some of the issues and options and to develop a series of guidelines that would focus all subsequent planning.

The Development Guidelines

- transportation is and should be the primary theme and focus of the building
- the public nature of the building should be emphasized
- the building's ground level should be opened in a way to encourage access and visibility and to boost connections between water and land-based modes of transportation
- the gallery on the second floor level should be restored as the principal public space
- uses of the building should be a blend between public and commercial uses



The Recommendations

With the development guidelines in place, the panelists were divided into small groups to focus on more specific issues. At the end of the session, the following findings were presented to a special meeting of the Port Commission:

Site Planning and Transportation — The drawing on this page shows the proposed site plan and circulation concepts. The plan includes centralizing all ferry service on Ferry Plaza, adding a new excursion vessel landing in the north terminal area, reconfiguring parking and traffic access, and adding a hovercraft landing area (for service to the airport), water taxi services and transient mooring for recreational boats.

Building Layout/Architectural Design — As seen in the sequence of drawings on the opposite page , the proposal calls for the ground floor to be as open as possible, with three ways of getting from the Embarcadero to the ferries, including an open central concourse.

A variety of retail uses on this level would serve commuters and visitors.

The second story would become the primary public space, restoring the skylighted gallery running the length of the building and creating a public foyer oriented to the water. Around the public area could be a conference center or offices. Priority would be given to relocating existing office tenants.

The third floor would house the World Trade Club and office spaces, and a possible new fourth floor of offices could be added on the Bay side of the grand hall. The tower could be opened up for public tours, as well.

Regulatory Approval and Community Acceptance — The panel recommended that the establishment of a non-profit public development entity be investigated for the project. Emphasis on the public nature of the building was anticipated to make the project more acceptable to both regulatory agencies and the community.

Development and Finance — The final scope of the proposed project would depend on available funding. An innovative combination of public and private resources will be needed, and all options should be investigated, including general obligation bonds.

The Commission approved of the concepts presented, and instructed the Port staff to create an action plan for developing the ideas further. The Port is seeking U.S. Department of Transportation grants this year to fund the initial design and planning process. Public comment, environmental review and full development will follow.

"The Ferry Building, combined with ongoing efforts on the Waterfront Plan, are top priorities for the Port," adds Ms. Polledri. "This planning effort signals the first steps taken on what should be an exciting, rewarding journey that will move the Ferry Building into the 21st century." ▲

General Manager Wally Abernathy wraps up group presentation before Port Commission, citing Port Planning Staff members Paul Osmundson, Dave Mercado and Dan Hodapp for the work they did in planning and staging the conference.

CONFERENCE PARTICIPANTS

The following individuals participated in the two-day Ferry Building Planning Conference:

Joseph Breiteneicher, Sr. V.P., Philanthropic Initiative, Inc. (experience with the Boston Rowes Wharf and South Station development projects)

***Ann Cervantes**, Architect, Hardison, Komatsu, Ivelish and Turner

***Denise Conley**, Principal, Keyser Marston Associates

Peter Culley, President, Culley Associates, a marine and civil engineering firm specializing in waterfront development

Boris Dramov, Principal, ROMA Design Group, involved with the Urban Design Study for the Central Embarcadero

Bill Eagar, Principal, TDA, a Seattle transportation consulting and land planning firm

Kevin Hart, Principal, Simon Martin-Vegue Winkelstein Moris, the SF architecture firm currently renovating the PG&E Building on Market

Jeffrey Heller, Principal, Heller & Leake, a SF architecture and urban design firm, and Chairman, San Francisco Planning and Urban Research (SPUR) Waterfront Committee

Glenn Isaacson, real estate development consultant, former Deputy Director of the Sa Francisco Redevelopment Agency

Bruce Judd, Partner, Architectural Resources Group, specialists in historic building renovation architecture, and co-author of design guidelines for the Ferry Building

John Kriken, Principal, Skidmore, Owings and Merrill; Chairman of the Design Review Board, BCDC; and Chairman, Civic Design Review Committee, San Francisco Arts Commission

Herb Lembcke is the Architect for Embarcadero Center and a member of the Citizen's Advisory Committee on the Embarcadero Project

Dean Macris, former Director of City Planning (1981 - 1992)

Wayne Ratkovich, President, Ratkovich Co., a Los Angeles real estate development and management firm

Eric Robinson, Manager, Ferry Transit Division, Golden Gate Bridge District

Alan Rothenberg, Partner, Huret Rothenberg, an investment and financial management firm

Norma Rusbar, Principal and retail/real estate economics consultant, Halcyon/Ernst and Young

***Bob Tufts**, Partner, Jackson, Tufts, Cole and Black law firm; Chairman, BCDC; and Chairman, Waterfront Plan Advisory Board

Mike Wilmar, attorney, Nossaman, Guthner, Knox and Elliott, and former Executive Director of BCDC

**member, Waterfront Plan Advisory Board*

Amtrak Arrives at Ferry Building

Amtrak has opened a ticket office and waiting room in the Ferry Building, providing connecting bus service from San Francisco to 18 daily trains at Amtrak's 16th Street Station in Oakland.

"We are excited about bringing a new element of transportation to the Ferry Building," states Mike Janis, Director of Tenant Services. "The building was originally the Union Depot and Ferry House, so train transportation is part of our history. We look forward to working with Amtrak to develop ferry service to the train."

James E. Lawrence, Amtrak's Director of Sales in San Francisco adds, "We are pleased with the new location. It will be much more convenient for Amtrak passengers, as well as passengers using BART, MUNI, and the ferry systems. And the north terminal area makes a pleasant and attractive first impression for visitors arriving in San Francisco."

In 1992 Amtrak served more than 205,000 passengers in downtown San Francisco.

Amtrak is temporarily operating out of Suite 130, the only office facing the Embarcadero in the north wing of the building. When remodeling is completed, the office will be shifted to the permanent location which will face the parking lot in front of the North Ferry Terminal, the site where the buses currently load.

This office replaces their former operation at the Transbay Terminal. Bus service will continue to stop at the CALTRAIN Station, but all service from the Transbay Terminal has been halted.

Bus/train schedules are available from the Amtrak office, and reservations may be made by calling 1-800-USA-RAIL. ▲

Passengers board Oakland-bound bus.

along the **WATERFRONT**

Festa Celebrates 11th Year

Festa Italiana, the annual celebration of the City's rich Italian heritage, will be held October 1-3, in Pier 35. Festa will run from noon to midnight Friday and Saturday, and from noon to 9 p.m. on Sunday.

This year's event will feature continuous entertainment with Frankie Laine, Dick Contino, Anna Maria Alberghetti, The Festa Opera Chorus, and dancing with J.D. and Company. The special guest host will be Pete Barbutti.

In addition to entertainment the event will include the 10th Annual Bocce Ball Tournament, children's stage and activities, cooking demonstrations, a Museo Italoamericano exhibit, booths from civic groups and artisans, and what event manager Michael Galette describes as "abodanza Italiana favoriti." (Translation food, food, and more food!)

A fireworks display will occur at approximately 9:45 p.m. Saturday.

Major sponsors of the event include the Port, Budweiser, Coca-Cola, and Pier 39. Since 1983 Festa has donated over $170,000 to Bay Area charities.

Admission for the event is $8, $5 for seniors and disabled, and $1 for children 6-12. Seniors and disabled will be admitted free from noon-6 p.m. on opening day. ▲

Port Leads Nation in Waterside Access

Passengers board Red & White ferry.

The San Francisco Port Commission has officially adopted formal guidelines for making floating structures accessible for the disabled, leading the way in opening the waterfront to all individuals.

The decision marks the end of a two-year public process where Port engineers met with representatives from the disabled community to deal with the complex issue of designing gangways that could meet the needs of the disabled while dealing with fluctuations in tides.

"We see tide height differences from one to eight feet here in San Francisco, and the disabled community wanted to be able to get aboard 100% of the time," explains Frank Palumbo, Port Engineer. "That was not within the realm of engineering possibilities, but our design will provide access 97% of the time."

The design criteria address the slope of the gangways, design of the brow ramps, the size of floats, and special features such as pile rings, handrails and guardrails, and electric lifts.

Richard Skaff, the City's Disability Access Coordinator, calls the adoption of the guidelines a bold step

Changes Come to the Port Commission

James R. Herman, President Emeritus of the International Longshoremen and Warehousemen Union (ILWU), has been elected as the President of the San Francisco Port Commission, succeeding Douglas Wong whose term expired in May. His term will run until January.

Named to replace Commissioner Wong is local real estate agent Preston Cook. Commissioner Cook, a principal at TRI Realtors, is a leading commercial property specialist. He has published more than 20 articles regarding real estate, land use, and environmental issues.

He has been a Director, San Francisco Association of Realtors Board since 1991, and has been active in state and local government.

"I am excited about what is happening at the Port right now, particularly the work of the Waterfront Plan Advisory Board," offers Commissioner Cook. "We have the opportunity today to shape the waterfront of the future, and I look forward to the challenges of the task."

The new Commissioner also plans to play a major advocacy role in developing a higher level of maritime activity at the Port, in maximizing non-maritime revenue, and in seeking additional funding for much-needed capital improvements. ▲

Commission President Jim Herman confers with Preston Cook.

for the Disabled

forward and adds "While we have had access to parking and bathrooms at marine terminals, we have not had access to the floating structures themselves."

The new guidelines will be applied to all new construction or remodeling of pier gangways at the Port. Additionally, Mr. Skaff has been working with the Urban Harbors Institute and the U.S. Department of Transportation (DOT) to establish requirements on a national level. He hopes that the Port's new guidelines as well as the award-winning design of the new North Ferry Terminal will help DOT develop a national disabled access code. ▲

USS *Coronado*, flagship of the Third Fleet, arrives in San Francisco for a port visit to conduct advance planning for the 13th annual Fleet Week, to be held October 9-13. The parade of ships and the Blue Angels air show is scheduled to begin at 10 a.m. on Saturday, the 9th. The ships will be open for public visiting daily at various piers along the waterfront.

Crowley Returns to San Francisco

A familiar flag will be raised on the southern waterfront this month as Crowley Marine Services Inc. moves into its new headquarters at Pier 54. The company is consolidating its Bay Area operations, moving several of its offices from Oakland and Alameda to San Francisco.

"This move will mean the addition of approximately 40-50 maritime related jobs here in San Francisco, to say nothing of the ancillary support jobs in construction, trucking, and warehousing," remarked Mike Janis, Port Director of Tenant Services.

The lease will mean more than $240,000 in direct annual revenues to the Port of San Francisco.

San Francisco Supervisor Kevin Shelley, the sponsor of the City's legislation that approved the new lease, calls the occasion "an exciting event which we hope is an omen of good things to come for our waterfront. We are pleased to welcome Crowley's operations back to San Francisco."

Under the terms of the 15-year lease, Crowley will consolidate its water taxi, tug and tow, ferry support, purchasing, and administrative operations to their new headquarters at the pier. The company will invest over $1 million in capital improvements to the pier, including renovating the pier shed, building offices and machine shop spaces and fendering and repaving the pier area.

The Port has agreed to make needed improvements to the pier substructure.

Crowley Marine Services is a subsidiary of Crowley Maritime, an international corporation which began in 1892 in San Francisco with an $80 rowboat hauling crews and supplies to the sailing ships in the harbor. Today Crowley Maritime employs nearly 600 people here in the Bay Area, and 5,000 throughout the western hemisphere. ▲

Crowley tugs alongside Pier 54.

Pier Next to Scoma's to Get Facelift

Fisherman's Wharf will have a new mooring dock for transient fishing boats and a public access walkway and viewpoint for the Golden Gate Bridge, fishing operations at Pier 45, and the historic ships at the Hyde Street Pier as a result of decisions by the California Transportation Commission.

The half-million dollar project to renovate Pier 47A in front of Scoma's Restaurant was approved as one of the Transportation Enhancement Activities (TEA) funded by the state under federal Department of Transportation grants as part of the 1991 Intermodal Surface Transportation Efficiency Act (ISTEA).

Pier 47A, site of public access project.

Pier 47A, which is currently closed to parking for safety reasons, will have the pilings replaced, the surface reinforced, and new deck railings, lighting and benches installed. Additionally, six to eight berths for transient fishing vessels will be constructed and interpretive signs will be developed to help visitors understand the history of the area.

The Port's Pier 47A project received the third highest score in a regional funding "competition" for public transportation-related enhancement projects. The project was cited for being an opportunity to create a unique, scenic rest stop for pedestrians alsong the waterfront.

TEA projects generally are for such things as beautification, public access, historic preservation, etc.

The Port anticipates additional projects in the Fisherman's Wharf area will be submitted for the next round of TEA project funding this fall. ▲

Traveling TV Talk Show Tapes at Pier 38

Wavelengths, the nation's only traveling TV talk show for kids, rolled into town in its custom-built bus and transformed Pier 38 into a TV studio for the filming of five shows.

The show, which is syndicated in nearly 75% of the U.S. markets, gives young audiences from across the country a chance to ask questions of some of their favorite performers.

For the San Francsico taping, local performers were featured, including area comedians, the stars of Beach Blanket Babylon, and soap opera star Michael Damien, who is appearing at the Curran Theater in the musical "Joseph and the Amazing Technicolor Dreamcoat."

The Port Fireboat also became one of the "stars" of the show, with the video team going aboard to tape some of the spots which will be aired to promote the San Francisco location. A photo of the fireboat at Pier 38 with the Bay Bridge in the background was also used throughout the show as a scenic backdrop depicted on the 32 TV sets that formed a multi-media wall behind the host.

Stone Stanley Productions turned the pier shed into a high-tech studio, bringing in lighting and cameras, sets, sound and taping trucks, portable dressing rooms and make-up vans, catering trucks, and a production office. ▲

Comedians face young audience in taping of *Wavelengths*.

EVENTS AT THE PORT

EVERY WEEKEND

Club One Powerwalk along the Embarcadero,
Saturdays 8:30 a.m., Justin Herman Plaza

Ferry Plaza Farmers' Market,
Saturdays 9 a.m.- 3 p.m., through Nov. 20;
Special "Shop with the Chef" feature at 10 a.m.

"Fresh Tunes" band concert,
Saturdays 12:45 - 2:15 p.m., Embarcadero Center

AUGUST

11 Port Commission, Commission Room, Ferry Bldg
17 Jose Cuervo Pro-Beach Volleyball,
Pier 39, 11 a.m .- 2 p.m.
21 Tomato Festival, Ferry Plaza Farmers' Market
25 Port Commission

SEPTEMBER

8 Port Commission
15 Waterfront Plan Advisory Board,
Commission Room, Ferry Bldg.
22 Port Commission
26 Lifespan Run (Bay Bridge race,
finishing at Ferry Building)
26 KQED Ice Cream Social and
Dessert Tasting, Pier 39, noon - 5 p.m.

OCTOBER

1-3 Festa Italiana, Pier 35, Friday &
Saturday noon-midnight;
Sunday, noon - 9 p.m.
3 Blessing of the Fishing Fleet, Fisherman's Wharf
5 Waterfront Plan Advisory Board
8 Youth Excellence Day Aquatic Park,
Fleet Week Blue Angels
Practice Show, 12:45 p.m.
9-13 Fleet Week
Parade of Ships, 10:00 a.m. Saturday
Blue Angels Air Show, 12:45 p.m. Saturday
Ship visiting, Sun-Wed, 10 a.m.-3 p.m.
10 Columbus Day Parade, Fisherman's Wharf
13 Port Commission
15-16 Festival of the Sea, Hyde Street Pier
20 Waterfront Plan Advisory Board
27 Port Commission
29-Nov 15 San Francisco Blues Festival,
various locations including Justin Herman Plaza
and Fort Mason

NOVEMBER

2 Waterfront Plan Advisory Board
17 Port Commission

NEW WATERFRONT DINING – Pier One Deli, located at the edge of the North Ferry Terminal, has just opened a patio area for its customers to enjoy a Bay or Embarcadero view. The area was built to match the construction of the new terminal deck. Deli hours are Monday-Friday 6 a.m.-4 p.m. and Saturday 9 a.m. - 4 p.m.

FIREBOAT RETURNS – The fireboat *Guardian* —seen here at Pier 22 1/2 —has just finished its first overhaul, including routine maintenance, addition of new equipment, replacement of on-deck firefighting gear, and overhaul of safety gear. This is the vessel purchased by the citizens of the City after the Loma Prieta earthquake.

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The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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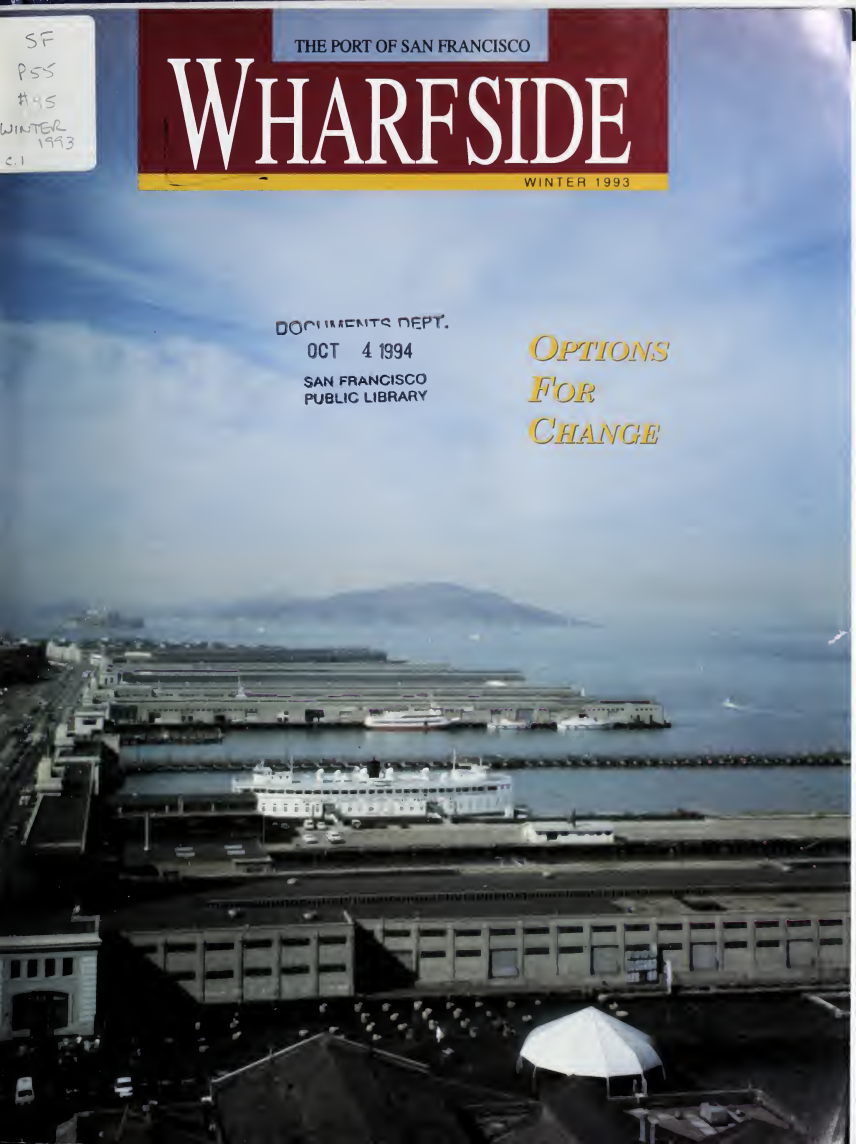
OPTIONS FOR CHANGE



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13 Port Honors Princess Cruise Line

Cover: View from Ferry Building northward
Back: Port Promenade
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PORT OF SAN FRANCISCO

Port Commissioners
James R. Herman, President
Anne W. Halsted, Vice President
Ming Chang
Preston Cook
Francis J. O'Neill

General Manager
Walter P. Abernathy

Japan
Japan Representative, Port of San Francisco
Transmarine Ltd.
3rd Floor Fukuhara Building
No. 4-1, Nihonbashi, Odenmacho
Chuoku, Tokyo 103, Japan
Telephone: 03-808-1804
Fax: 03-808-1800
Telex: USA 7608202 BRCTYO UC

Taiwan
Grand World Shipping Agencies, Ltd.
Asia Enterprise Center, 14th Floor
600 Minchuan East Road
Taipei, Taiwan, Republic of China
Telephone: (02) 716-9555
Fax: 88602-716-9558
Telex: 13072 GRANAGEN

U.S. Midwest
Trade Reps Ltd.
9420 W. Foster Avenue, Suite 108
Chicago, IL 60656
Telephone: (312) 992-0709
Fax: (312) 992-1225

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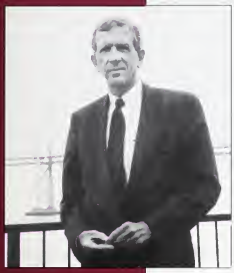
WHARFSIDE
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

(415) 274-0400
Fax (415) 274-0528
Telex 275940 PSF UR

Over the past few months I have been traveling on Port business, making speeches, and meeting with a wide variety of people throughout the Pacific Rim. The key thing I have seen is a growing awareness of the importance of international commerce to the Bay Area. We lead the nation and the world in bio-tech and high-tech industries, are the regional leader in engineering, design, finance, and tourism, and, within 200 miles of the City, is the world's most productive and varied agricultural region.



The Port of San Francisco plays a pivotal role as a gateway to the Pacific Rim for the goods and services involved with these industries.

We continue to look for opportunities to promote international trade, and the projects we are undertaking are designed to strengthen our current position while planning for the future:

- *the project to construct the gauntlet tracks for doublestack intermodal service through the tunnels is rolling smoothly along and construction should begin next spring*
- *we have just completed the Pier 80 improvements project*
- *work has resumed on the earthquake repairs to Pier 45*
- *we have just signed a five-year agreement with Blue Star Line to call at our North Container Terminal*
- *the Port Commission has approved a standardized lease and a detailed Port Leasing Policy*
- *the earthquake repairs to the Ferry Building are finally underway ... and the process to design the renovations to the building is moving forward steadily*
- *the planning process for designing the waterfront of the future is nearing the end of its second phase, with the publication of* Options for Change, *the staff report presenting a "menu" of land uses for 17 sites along the waterfront (see pages 2-9)*

As the Port moves into a new era with the naming of a permanent Executive Director, there are many challenges and opportunities that lie ahead. It has been my pleasure to serve as the interim General Manager, and I look forward to promoting the Port as we heighten our regional efforts to promote more trade and investment.

Options For Change

In 1990, two events happened which will affect the waterfront for years to come. The Port completed its first-ever Strategic Plan, calling for a systematic look at the needs of the Port's customers to develop the future direction for the Port. Second, in November, the voters of San Francisco passed Proposition H, which placed a moratorium on non-maritime development on Port property until a comprehenhensive land use plan could be completed.

Since then, a 27-member Waterfront Plan Advisory Board has been created, with members appointed by the Mayor, Board of Supervisors and Port Commission, including representatives from maritime industries, labor, Port tenants, neighborhoods, environmental and other city-wide organizations and interest groups.

Since July 1991 they have been holding public meetings twice per month to examine the diverse array of waterfront activities and operations as well as the complex legal, regulatory, financial and environmental factors that influence Port activities and operations.

The Advisory Board's primary task is to recommend a Waterfront Plan—the voter-mandated comprehensive land use plan for the entire 7.5 miles of waterfront under Port jurisdiction. The group divided the planning process into three phases, looking first at water-dependent activities, then other activities, before developing the final plan.

PHASE I

The Advisory Board chose to concentrate initially on water-dependent, traditional maritime industries like cargo, ship repair, fishing, and passenger services (cruise and ferry/excursion boat operations).

In October 1992, they completed Phase I, recommending that 21 piers be permanently reserved for long-term, water-dependent activities and their future expansion. An additional 11 piers were tentatively reserved for water-dependent industries, pending the completion of Phase II. Seven piers were placed on the list of sites to be examined in Phase II.

PHASE II

In the second phase of the process, the Advisory Board turned to an examination of a broad spectrum of public use issues, looking at public access, open space, commercial mixed-use development, museums, residential uses, hotels, retail uses, parking, office development, entertainment uses, and many other uses which might be desirable for Port property. They heard input from citizens, environmentalists, real estate and design professionals, and experts in transportation, historic preservation, and city planning.

As a result of this work, *Options for Change* was published last month. This 150-page document, highlighted on the next few pages, is the staff report which summarizes the Board's analysis of the five distinct subareas of the Port:

Fisherman's Wharf (Hyde Street Pier - Pier 39)
Northeast Waterfront (Pier 35 - 7)
Ferry Building (Pier 5 -22 1/2)
South Beach/Mission Bay (Pier 24 - 66)
Southern Waterfront (Pier 70 - 98)

Options provides a list of possible uses for each of the areas studied. The Advisory Board felt that a flexible plan was important, so a wide range of uses is suggested for each site.

Options also includes proposed land use guidelines, defining parameters for appropriate uses. Significant space in the report is also devoted to some of the regulatory, land use and financial issues that affect the proposed sites and uses.

Over the next few months, the Port staff and the Advisory Board are seeking public input on the options report, comments which will be used to develop the draft Waterfront Plan early in 1994. A financial analysis will also be conducted as part of this phase.

PHASE III

In the final phase, findings from the first two phases will be merged into the Waterfront Plan and an environmental review (EIR) conducted. The entire process is expected to take until 1995 to complete. The proposed Waterfront Plan will be presented to the Port Commission and Planning Commission for approval and will be coordinated with a number of City agencies.

PLANNING ISSUES

Before looking at the specific recommendations of the options report, it is important to understand a little of the regulatory and economic environment in which the Waterfront Plan must ultimately be implemented and the planning issues which the Board considered.

Planning and regulatory control over activities on Port property is exercised by literally dozens of governmental agencies, including, in addition to the Port Commission:

- State Lands Commission
- Bay Conservation and Development Commission (BCDC)
- San Francisco Board of Supervisors
- City Planning Commission

Fisherman's Wharf

A variety of plans already exist which deal with elements of Port property, including, for example, the BCDC *Seaport Plan* and the City's *Northeastern Waterfront Plan*. Any plan which is created by the Advisory Board must be aware of the requirements of the many plans in existence as well as the planning efforts which are currently underway in the City such as the Embarcadero Freeway Replacement project.

The plan will also be impacted by a variety of development efforts which have begun including the Waterfront Transportation Projects, the Terminal Separator Project, Mission Bay development, and the conversion of Hunters Point to civilian uses. The Board has stated that it will consider proposing regulatory changes and adjustment to existing plans, if necessary.

The financial status of the Port and the City also play a role in what the options for the waterfront may be in the future. The Port is an enterprise department of the City, responsible for generating its own revenues (no public tax money is received). The Port's 1993/94 budget, approved by the Mayor and the Board of Supervisors, leaves only a very small surplus for new programs, better services and property maintenance and improvements:

Estimated revenues	$36,995,700
Estimated expenses	$36,271,700
Projected surplus	$ 724,000

Besides the $36 million in operating expenses, the Port has a Capital Plan for $127 million in projects; a $25 million backlog of deferred maintenance which continues to accumulate at approximately $2.5 million per year; expected increases in dredging and environmental services; and increased demand for the Port to support many declining maritime industries through increased marketing and subsidies.

Traditional funding sources such as revenue bonds, federal, state and local grants, and general obligation bonds are not likely to yield significant new capital funds in the near future. As a result, any new development along the waterfront must be self-sustaining. Many permitted uses do not generate sufficient income, and some of the uses with the greatest revenue potential, e.g. residential, hotels, and office space, are not permitted under current regulations.

In addition to the regulatory and financial issues, there are a number of key planning issues which must be addressed in the development of any waterfront plan. Three specific areas have received special attention from the Advisory Board: transportation,

Ferry Plaza Farmers' Market

open space, and urban design issues. Their goals include integrating the Waterfront Plan into existing efforts to encourage use of public transportation, particularly waterfront transportation; ensuring maximum public access and protecting bay views; promoting high-quality design while respecting the character of surrounding development; and preserving historically significant structures.

THE OPTIONS

Each subarea contains a number of "opportunity sites." The opportunity sites include piers and seawall lots (SWLs). For each opportunity site, a list of "proposed land use options" has been identified, as well as a number of site-specific issues and some general guidelines.

The summaries on the next few pages provide only highlights of the details in *Options for Change*. A full copy of the report may be obtained for $5 by sending a check or money order (payable to the Port of San Francisco) to Waterfront Plan Advisory Board, *Options for Change,* Suite 3100 Ferry Building, San Francisco, CA 94111. Copies of the report's Executive Summary are available free of charge from the same address.

The following definitions are provided to explain land uses proposed in *Options for Change*. Priority water-dependent uses were assigned in Phase I, and, for the most part, are not shown in this report. The water-dependent uses listed below reflect land uses for the 17 opportunity sites which are covered in *Options*.

WATER-DEPENDENT ACTIVITIES

Berthing Area—waterside areas for long-term vessel berthing
Cargo-Related Activities—cargo shipping support including bulk, breakbulk and container terminals and vessel berthing, warehouses/storage areas, customs services, cargo sourcing, container freight stations, freight rail access, stevedoring services, employee parking, ship servicing, etc.
Ceremonial Berthing—temporary berthing of historic, military and other visiting vessels
Cruise Terminal Operations—e.g., a multi-berth terminal, U.S. Customs, stevedoring services, parking, passenger services, public facilities, ship servicing and bus and taxi staging areas
Ferry and Excursion Boat Operations—e.g., docks, waiting/boarding areas, vessel berthing and tie-up/servicing facilities, office space, storage, parking and public facilities such as restrooms
Fishing Industry Uses—commercial and sport fishing uses, including harbor and berthing areas, fish-handling, processing and distribution areas and support services such as storage, chandleries, parking, administrative functions, fuel docks and Port maintenance activities
Historic Ships—berthing for historic ships, museum and exhibit areas, parking, storage, maintenance/shop facilities, public facilities and office space
Maritime Support Activities—uses that support water-dependent industries, such as tug and tow operations, bar pilots, chandlers, equipment storage and repair, Port maintenance, and parking
Recreational Boating and Water Use—e.g., swimming and rowing clubs, marinas, boat launching, repair, temporary mooring/docks, fuel docks, parking, offices, storage or public facilities (restrooms, showers and lockers)
Ship Repair—e.g., drydock and berthing facilities, storage, parking, warehouse and workshop areas, training facilities, and office space
Water Taxi Docking—facilities necessary to dock, board and support water taxis including waiting areas, administrative space, storage, parking and public facilities such as restrooms

NON WATER-DEPENDENT ACTIVITIES

Artist/Designer Studios and Galleries—e.g., work areas, studios and galleries for artists, designers, craft persons, graphic artists, sculptors, woodworkers, etc.
Commercial Recreation Facilities—e.g., public tennis, basketball, racquetball or squash courts, jogging tracks, etc.
Community Facilities—e.g., community meeting/conference rooms or public services such as fire and police stations
Demolition/Fill Credit—BCDC credit for removing a structure without replacement
Hotels—land-based lodging or water-dependent "boatels"
Museums—e.g., historical exhibits, cultural and art exhibit space, etc.
Offices—general or maritime-related office uses
Open Spaces—e.g., parks, wetlands, plazas, tot lots, fishing piers, etc.
Parking—surface parking lots or above or below grade garages
Public Academic Institutions—e.g., university extension classes, art schools, educational and cultural programs, applied research facilities, etc.
Public Access—e.g., boardwalks, pedestrian access to piers, plazas, "visual or informational" displays, sites to view maritime activities, kiosks and signage explaining operations that are taking place, public facilities, etc.
Public Assembly and Entertainment—e.g., auditoriums, exhibition halls, conference facilities, amusement/theme parks, band shells, movie and live performance theaters, sports arenas, ballparks, nightclubs, etc.
Residential Use—e.g., multi-family unit developments, live-work space, etc.
Retail—e.g., sales of goods and services, restaurants, public markets, retail outlets, etc.
Small Business/Incubator Industries—e.g., small manufacturing and assembly, design, sales, offices, low-cost wholesale space, etc.
Transit Facilities—e.g., bus, taxi, van-pool and other transit staging and waiting areas, ticket sales, administrative functions, parking, etc.
Warehousing—general warehousing, storage and distribution facilities
Wholesale Trade/Promotion Center—facility for wholesale trade promotion: e.g., import & export company offices, exhibit hall, conference spaces

FISHERMAN'S WHARF

This subarea extends from Hyde Street Pier to Pier 39, and includes fishing industry uses, historic ships, ferry and excursion boat operations, and visitor-oriented retail shops and restaurants. A major earthquake repair project is currently underway at Pier 45 to replace damaged fish handling and processing facilities. The area has recently been studied by a Citizens Advisory Committee who have prepared a Draft Fisherman's Wharf Plan.

OBJECTIVES INCLUDE:

- diversify and enliven the waterfront
- give priority to uses that directly serve, promote, support or complement the fishing industry
- provide visitor-serving facilities and services
- attract revenue-generating new uses to help support and subsidize the fishing industry activities
- meet the needs and interests of San Franciscans and visitors
- diminish its image as a "tourist-only" attraction
- include a public access or information component to allow the public to interact or observe maritime or industrial activties
- provide efficiently planned parking and loading facilities

Opportunity Site A: Pier 45
Pier 45 is an 11-acre pier with four sheds: B and D (on the west side) which have traditionally been fish-handling, fish-processing areas, and A and C which had been used for parking, maritime office space, support for historic ships, storage and special events. Since the Loma Prieta earthquake in 1989, use of this pier has been severely restricted. Earthquake repairs are currently underway, and fishing industry activities will be returned once the damage is fixed. The Port has received federal funding to study the feasibility of locating a fisheries center on the pier, and an economic review is in process.
Proposed Land Use Options—
ceremonial berthing, fisheries center, fishing industry uses, historic ships, maritime office, maritime support, museums, parking, public access, public assembly & entertainment, retail

Opportunity Site B: Fish Alley
Fish Alley, located between Hyde and Jones Streets, supports a wide variety of uses, including fish handling, storage, retail uses and parking. Fish Alley includes Pier 47 and two wings extending into the fishing harbor. The larger, "south wing" is the site of Scoma's restaurant, fishing industry storage, fish handling and parking. The smaller, "north wing" (Pier 47A) just recently been designated for a grant to provide public access improvements and transient berthing.
Proposed Land Use Options—
fishing industry uses, galleries, artist/designer studios, maritime support, museums, public access, retail, water taxi docking

Opportunity Site C: Pier 43 1/2
Pier 43 1/2 is the site of the Franciscan Restaurant and approximately 250 parking spaces. The site is currently under long term leases, through 2036.
Proposed Land Use Options—
ceremonial berthing, ferry & excursion boat operations, historic ships, maritime office, open space, parking, public access, public assembly & entertainment, retail, water taxi docking

Opportunity Site D: "The Triangle" (SWL 301)
The Triangle is currently used for surface parking and visitor and retail uses including public restrooms, food and souvenir sales. The Draft Fisherman's Wharf Plan proposes replacing surface parking with an underground garage; consolidating and redesigning the existing retail buildings in the Triangle to create a grand open space which would be a focal point; and replacing existing buildings on the Triangle with one or two new structures.
Proposed Land Use Options—
open space, parking, retail

Site A: Pier 45

NORTHEAST WATERFRONT

The Northeast Waterfront Subarea begins at Pier 35, the Port's cruise terminal, and extends south to Pier 7, the newly completed recreation and fishing pier. The subarea includes nine finger piers, and 12 seawall lots. This area is part of a large, former maritime and industrial district that has successfully evolved into a mixed-use neighborhood, including high density residential complexes and small to medium scale offices, many in converted historic industrial warehouse buildings.

OBJECTIVES INCLUDE:

- activate this portion of the waterfront with day and night-time uses
- take advantage of the diverse mix of activities of this urban setting
- preserve the maritime character of the area
- provide viewing or other public access opportunities that inform the public about the maritime operations
- coordinate planning of new seawall lot developments with activities on adjacent piers

Opportunity Site E: SWL 314 and Piers 31, 33, 35

This area lies between Fisherman's Wharf and the downtown area. All but one of the Port's existing seawall lots are currently developed with office and retail uses in attractive landscaped settings. The only remaining seawall lot is located at the corner of Bay and the Embarcadero, and is currently leased for a gas station and carwash. Pier 35 is the cruise terminal, and is available for special event uses such as Festa Italiana; Pier 33 is used by Hornblower Yachts for their dining and Monte Carlo cruises; and Pier 31 is a warehouse facility.

Proposed Land Use Options:

Seawall Lot 314—hotel, office, parking, residential, retail

Piers 33, 35—ceremonial berthing, cruise terminal, ferry & excursion boat operations, maritime support, museums, parking, public access, public assembly & entertainment, retail, warehousing

Pier 31—maritime support, parking, public access, small business/incubator industries, warehousing

Sites E and F: Bulkhead Buildings

Opportunity Site F: Piers 19-23 and 27-29

Pier 27-29 is the Port's newsprint terminal and Pier 19-23 is the Foreign Trade Zone. Significant changes are not proposed for this area. The bulkhead buildings and adjacent structures include space that may not be necessary for the maritime operations on the piers. This provides opportunities for small-scale commercial uses, retail and restaurant uses (such as the Pier 23 Restaurant), community services, and public access improvements.

Proposed Land Use Options—cargo-related activities, community facilities, maritime support, office, public access, retail

Opportunity Site G: SWL 321, 322-1, 323, 324, and Piers 9 and 15-17

This is the area along the Embarcadero from Union Street to Broadway. On the waterside are the Parker Cotton Warehouse (Pier 15-17), the San Francisco Bar Pilots Offices, Bay and Delta Tug Company, the Waterfront Restaurant, and Pier 7, the public access/fishing pier. Pier 15-17 is a double-width pier, with truck loading docks. On the landside are the seawall lots which have primarily been used for parking, and are currently being used, in part, by the contractor building the new Northern Embarcadero Roadway Project.

Proposed Land Use Options:

SWL 321, 322-1, 323, 324—hotel, office, parking, residential, retail

Pier 9, 15-17—cargo related uses, ferry & excursion boat operations, maritime support, public access, public assembly & entertainment, recreational boating & water use, retail ▶

FERRY BUILDING

The subarea extends from the Pier 5 bulkhead building on the north to Pier 22 1/2 on the south. It is adjacent to the Financial District, a high-density area of offices, hotels, restaurants, and other retail and commercial services. The northern part of the subarea is adjacent to the Golden Gateway complex, containing low to high-rise mixed residential and commercial developments. The southern part of the subarea is adjacent to the Rincon Hill district and the Rincon Point redevelopment area, both of which are former industrial areas. The demolition of the Embarcadero Freeway and connecting ramps to the Bay Bridge reconnected the Ferry Building with the downtown area, opened this area of the waterfront to the public, and heightened concern and interest in how the area will be used. Land uses are now being re-evaluated as part of the City's Mid-Embarcadero and Terminal Separator replacement planning efforts. Port planning efforts for restoration of the Ferry Building are also underway.

OBJECTIVES INCLUDE:

- balance types and intensity of waterfront land uses
- optimize use of space in existing facilities in a sensitive manner
- preserve and enhance the character of the historic buildings
- provide a mix of uses
- maximize convenience of transit connections
- provide physical and visual connections between landside and waterside activities

Opportunity Site H: Ferry Building, Agriculture Building, Ferry Plaza and Pier 1/2

This site is the regional terminus for ferry connections, with services at Ferry Plaza and the North Ferry Terminal (Pier 1/2). The Ferry Building is a National Landmark, and has been called by some the second most important public building in the City. It is home to the World Trade Center, the Port, and Amtrak (bus transfers to the East Bay), but interior spaces are currently underutilized. The historic Agriculture Building, at the foot of Mission Street, currently serves as office space. A number of restaurants also operate in the area, including Sinbad's and Gabbiano's.

Proposed Land Use Options— ceremonial berthing, ferry & excursion boat operations, historic ships, museums, office, parking, public access, public assembly & entertainment, recreational boating & water use, retail, transit facilities

Opportunity Site I: Piers 1 and 3; Pier 1 1/2, 3 and 5 Bulkhead Buildings; and SWL 351

Piers 1, 3, and 5 are just north of the Ferry Building and SWL 351 is immediately across the street from these piers, just north of Washington Street. Pier 3 is currently home to the historic ferryboat *Santa Rosa*, corporate headquarters for Hornblower Dining Yachts, and was recommended in Phase I for expansion of ferry and excursion operations and for docking of historic ships. Pier 1 is currently being used for parking, and the bulkhead buildings have historically had office and retail uses.

Proposed Land Use Options:

Piers and Bulkhead Buildings— commercial recreation facility, ferry & excursion boat operations, hotel, maritime office, museums, office, parking, public academic institutions, public access, public assembly & entertainment, retail

Seawall Lot 351—commercial recreation facility, office, parking, residential, retail

Opportunity Site J: SWL 327 and 348 and Pier 22 1/2

The seawall lots are on the Embarcadero between Howard and Harrison, immediately adjacent to Hills Plaza and in the area where Rincon Point Park will be created as part of the City's Waterfront Transportation Project. Pier 22 1/2 is the Port fire station, home of the fireboats *Phoenix* and *Guardian*.

Proposed Land Use Options— community facilities, open space, public access, retail

Site I: Piers 1-3

South Beach / Mission Bay

This subarea spans the waterfront from the Bay Bridge to just south of Mariposa Street. Once dominated by industry, maritime uses and railroad terminals, this area is being transformed into new mixed residential and commercial neighborhoods adjacent to Port property. China Basin Channel bisects this subarea into the South Beach district to the north and the Mission Bay district to the south.

OBJECTIVES INCLUDE:

- ensure that waterfront uses are compatible with adjacent neighborhoods
- make the waterfront inviting, accessible and safe, both day and night
- provide maximum public access
- transform public property in this area into a productive asset for the public trust
- preserve view corridors
- take full advantage of shared parking facilities

Opportunity Site K:
Piers 24, 26, 28 and SWL 328
This site is the three piers adjacent to the Bay Bridge and the lot immediately opposite (on the south side of Spear St. across from the House of Music).
Proposed Land Use Options:

Pier 24—historic ships, public access, recreational boating & water use, retail

Piers 26 and 28—commercial recreation facility, community facility, historic ships, maritime office, maritime support, museums, parking, public access, public assembly & entertainment, retail, warehousing

SWL 328—parking

Opportunity Site L: Piers 30-32, 34, 36, 38, 40 and SWL 329 and 330
This area runs along the Embarcadero from Spear to King. The Rincon Point-South Beach Redevelopment Plan has resulted in construction of over 3000 housing units. Pier 30-32, the large double pier, has been used recently for ceremonial berthing of visiting ships and temporary non-maritime uses. Pier 34 is currently unused due to its deteriorating condition. Limited warehousing and office uses may be found in Piers 36, 38, and 40, including the construction management office for the South Embarcadero Waterfront Transportation Project (WTP). Pier 40 and the adjacent South Beach Marina are part of the South Beach-Rincon Point Redevelopment Area. SWL 329 and SWL 330 are across the Embarcadero from Pier 30-32 and currently are a parking lot.
Proposed Land Use Options:

Pier 30-32—cruise terminal, ferry & excursion boat operations, hotel, maritime office, public access, public assembly & entertainment, retail, wholesale trade/promotion center

Pier 34—demolition/fill credit, ferry & excursion boat operations, public access, retail, water taxi docking

Piers 36 and 38—community facility, demolition/fill credit, maritime office, maritime support, parking, public academic institution, public access, retail, small business/incubator industries, warehousing, wholesale trade/promotion center

Pier 40—ferry & excursion boat operations, hotel, maritime office, maritime support, parking, public access, recreational boating & water use, retail

SWL 330—hotel, parking, public assem bly & entertainment, residential, retail

Opportunity Site M:
Pier 46B, SWL 335 and 336
This area forms the boundary between the South Beach and Mission Bay districts. Pier 46B is located along China Basin Channel, across from the proposed Mission Bay wetlands. The Port's maintenance offices and shops and Westar tug and tow operations are at 46B. SWL 335 and 336 are located along the Embarcadero between 2nd and 3rd. South Beach Park is proposed for development on a portion of SWL 336 and all of SWL 335, once the WTP street realignment is complete.
Proposed Land Use Options:

Pier 46B—commercial recreation facility, maritime office, maritime support, museums, parking, public access, public assembly & entertainment, retail

Seawall Lots 335, 336—hotel, office, open space, parking, public assembly & entertainment, residential, retail

Opportunity Site N:
Mission Bay District Waterfront
This area runs along China Basin from Pier 48 to just north of Pier 70. Includ-ed in this area are Pier 48 (warehousing), Pier 50 (warehousing and shiprepair), the Bayview Boat ▶

South Beach

Club, Pier 52 (rail ferry terminal), the Mariposa Boat Club (currently the only public boat ramp on the waterfront), Pier 54 (Crowley Marine), Aqua Vista Park public fishing pier and the San Francisco Boat Yard. In addition to these uses in Phase I this area was designated for Recreational Boating & Water Use. Existing uses in the area also include Olive Oil's restaurant, the Mission Rock Resort, and the Ramp Restaurant.

Proposed Land Use Options— recreational boating & water use, retail, water taxi docking

Site P: Shipyard Administration Buildings

SOUTHERN WATERFRONT

The subarea extends from the shipyards at Piers 68-70 south to Pier 98, and is home to the majority of the Port's industrial maritime and cargo uses. This area was evaluated extensively in Phase I, and most property in the area was reserved for those purposes.

OBJECTIVES INCLUDE:

- continue and expand industrial maritime uses
- improve and expand acess to the Bay
- enhance the public's appreciation of the waterfront by providing greater opportunities for interaction
- allow alternatives to physical access in industrial maritime areas
- promote open space improvements, environmental restoration efforts, and public education about the Port's maritime operations

Opportunity Site O: Southern Waterfront

There are a number of open areas along the southern waterfront which have been reserved, in the long term for expansion of existing container terminals. This includes the 35-acre Western Pacific property next to Pier 80 which was obtained in a land swap with Catellus for Port land in Mission Bay, and approximately 100 acres next to the south container terminal which most recently has been used as a site for recycling the debris from the Embarcadero Freeway.

Proposed Land Use Options— interim non-maritime uses, retail

Opportunity Site P: Pier 70

The complex which sits seaward of Illinois Street between 17th and 21st Streets is a collection of industrial and shipyard buildings. The portion of the area that is now being used by San Francisco Drydocks was reserved in Phase I for continued use for ship repair. The San Francisco Shipyard Training Center is located here, as well. Pier 70 is currently used by PG & E for fueling its adjacent power plant, and it had been used as an automobile delivery terminal. The site includes several unreinforced masonry buildings that are of interest to the historical preservation society. Toxics and asbestos are potential problems in this area.

Proposed Land Use Options— berthing, cargo-related uses, maritime support, non-maritime activities, public access, ship repair

Opportunity Site Q: Pier 98, Islais Creek, Warm Water Cove

Pier 98 is a finger of land south of the Port's container terminals that was filled in the 1970s to provide the footing for a proposed bridge and expansion space for container shipping. Under an agreement with BCDC, the Port is studying creating a passive recreation area and wetlands here. Islais Creek, located south of Army Street, supports a spawning area for herring and anchovies, and provides a quiet respite from surrounding urban activities. Various efforts are underway to improve portions of the Creek. Warm Water Cove is located at the Bay end of 24th Street and is a prime public fishing area due to the outflow from the PG & E power plant.

Proposed Land Use Options:

Pier 98—open space, public access

Warm Water Cove, Islais Creek cargo-related activities, maritime support, recreational boating & water use, public access ▲

along the WATERFRONT

Focus on Waterfront Projects

Standing on the new MUNI platform in front of Hills Plaza, Secretary of Transportation Frederico Peña, presented the City of San Francisco with a $75 million check for the Muni Metro Turnback Project (MMTP), and hailed the City's Waterfront Transportation Projects (WTP) as a model program for transportation projects throughout the U.S.

He applauded the City's Waterfront Renaissance and credited Mayor Jordan and Congresswoman Nancy Pelosi for focusing the regional transportation priorities and giving these projects high visibility at the national level. The $600 million WTP was cited by the Secretary for creating jobs, providing public transit solutions, and making the much-needed infrastructure improvements.

Secretary Peña also pledged continued support for these kinds of community revitalization efforts. The Ferry Building Restoration Project, for example, was recommended for nearly $2 million in federal transportation funds for project design. The Port has also received transportation funds for the North Ferry Terminal and for improvements to Pier 47A at Fisherman's Wharf.

Project Status

WTP includes three major projects currently in construction:

- the south Embarcadero project (Folsom - King) continues the bay side promenade construction
- the north Embarcadero project (Broadway - Fisherman's Wharf) is working on land side improvements
- MMTP has re-routed traffic in front of the Ferry Building and construction has begun on the tunnel from the Embarcadero Station to the surface (Note: Mission Street will be closed at the Embarcadero for approximately 10 weeks.) ▲

CAO Rudy Nothenberg, Federal Transit Administrator Gordon Litton, Mayor Jordan and Congresswoman Nancy Pelosi accept check from Secretary Peña

Eureka Gets Special Treatment

Students from the Shipyard Training Center at Pier 70, had the opportunity for some historic "hands on" training aboard the 100-year-old *Eureka* when the sidewheel ferryboat was brought into San Francisco Drydock in October for a three-month, $2 million overhaul.

"This historic vessel provides us with real-world training that can't be duplicated in the classroom," comments instructor Dan Wilson. The STC is a non-profit organization run by the Bay Area Labor Councils and ship repair firms to develop personnel for ship repair assignments.

The Eureka project is unique. "We're using every qualified woodworker from Bay Area unions for this special project," explains Carl Hanson, president of SF Drydock. "Few yards ever get to work on a project like this."

The 300-foot *Eureka*, one of the largest wooden ships still afloat, carried passengers on San Francisco Bay from 1890-1957. It is homeported at the Hyde Street Pier as part of the San Francisco Maritime National Historic Park. ▲

Coffee Importers Learn About Customs

More than 50 members of the Pacific Coast Coffee Association (PCCA) and the Green Coffee Association sat down recently for a face-to-face discussion with U.S. Customs agents in a special Customs Seminar hosted by the Port of San Francisco. The meeting was an exchange of information to assist both sides in cutting down on the importing of drugs with coffee shipments. This is one of a series of informational programs sponsored by the Port.

Port coffee specialist Jill Simpson, meets with Joseph Abruzzo, Armenia Coffee, and Cathy Selbig, Nestle's Beverage Co. during seminar break

Because some of the world's prime coffee-growing regions (Colombia, Brazil, Peru and southeast Asia) are also drug-producing areas, the U.S. Customs Department is taking an increasing interest in coffee shipments. During the last five years, routine coffee inspections led to 17 seizures of more than 9,000 pounds of cocaine, 5,000 pounds in Miami alone. When customs agents pull a shipment of coffee for inspection, it may mean costly delays for the customer, and shortages for the roasters. Since 85% of the coffee imported to the West Coast comes through the Port of San Francisco, these inspections directly impact Port customers.

Why are coffee shipments potential targets for drug smugglers? First, coffee changes hands many times before it actually gets to your grocer's shelf, offering numerous opportunities for smugglers. Secondly, drugs may be easily hidden among the beans. William Quinn, Traffic Manager for Maxwell House Coffee Co. explains that coffee is packaged at the mill or the seaport of origin, both areas with little security. Finally, it is because of the volume of coffee shipments: customs agents just cannot inspect each and every bag of coffee.

What can and is being done? First, new, more secure methods are being developed for handling coffee. Shipping coffee in a single polypropelene bag inside a container appears to cut down the possibility of tampering, according to some experts. Security efforts have helped limit drug trafficking. Smugglers have found they need to go to other commodities to move their drugs. In fact, at the present time, because of industry efforts, coffee is NOT in the top five commodities for cocaine smuggling.

Thomas O'Brien, Bay Area Assistant Customs District Director for Inspection and Control, wants to help keep it that way, so he spent a good portion of the workshop explaining his department's cargo inspection processes:

- vessel manifests are reviewed every day and anything unusual noted. (e.g. 3,200 cartons of product for a new company seemed excessive— the hunch led to a seizure of heroin.)
- seals on containers are verified
- canine inspections are done randomly
- inspectors even use a serrated edged probe when they check the bags because cocaine will stick to the end

New equipment is also being developed. The Port of Seattle is currently testing an x-ray system for containers. This $32 million system was funded by the CIA and the military. Locally, national guardsmen assist with customs inspections.

Customs knows it has to inspect the product while it is still on the ship or as soon as possible after it is taken off the ship because within one to two hours containers with cocaine are gone. "Someone who knows exactly where it is will get to it before we can find it," explains O'Brien, summarizing some of the frustrations his agents face. "That's why we need everyone's help and patience."

PCCA Vice-President Tom Kilty, applauded the efforts of Customs in providing the training for seminar attendees: "Communication can lead to understanding, which can give rise to improved efficiency and cost-effectiveness."

"Both sides benefit from this process," adds Jill Simpson, the Port's coffee specialist, the organizer of the seminar. "For a long time Customs operated under a blanket of secrecy. This outreach with the coffee industry should assist with the inspection process, and any policing the coffee industry does on its own cuts the work Customs has to do." ▲

Port Comes Alive with the Holiday Spirit

Friday, November 19th will mark the official start of the holiday season for the Port of San Francisco when the Ferry Building lights and the lights along the edges of the Embarcadero Center buildings will be turned on, adding a special holiday look to the City skyline. The lights will remain on through the 12th day of Christmas, January 6th.

A number of other special holiday observances are planned throughout the Port:

- Pier 39's annual tree lighting and Christmas party will be November 24th, beginning at 6 p.m. with a performance by the San Francisco Bach Chorus. Disney characters Roger Rabbit and Mickey Mouse will light the tree at 6:30 p.m.. The public is encouraged to bring unwrapped presents to donate to the San Francisco Firefighters' annual charity toy drive.

- Pier 39's Festival of the Trees will run December 1-22, with donations benefitting Bay Area homeless shelters.

- Hornblower Dining Yachts is hosting a series of special holiday cruises and parties, including 49er home game Tailgate Cruises, the Big Game Brunch Cruise, and New Year's Eve Dinner Dance Cruises. Call 788-8866 for details.

- The Embarcadero Business Associates (EBA) will sponsor its second-annual free Holiday Shopper Shuttle Service. Van shuttles will operate every 15 minutes 11 a.m.-7 p.m., Saturdays and Sundays from November 20th to December 19th, between the Ferry Building, Embarcadero Center, Union Square and San Francisco Center (5th and Market).

- Golden Gate ferries will feature special mid-day shopper service and on board musical entertainment on selected nightly runs. Call for details or pick up a schedule aboard the ferries.

- Blue and Gold Fleet, Red and White Fleet, Pacific Marine Yacht Charters, Rendezvous Yacht Charters, and the Ruby will help party-goers ring in the new year with special New Year's Eve cruises. Call for details. ▲

OIL RECYCLING PROGRAM BEGINS

Port Environmental Regulatory Specialist Roberta Jones watches as Lowell J. Miller from the CAO's Office hazardous Waste Management Program, cuts the ribbon opening the Fisherman's Wharf Waste Oil Recycling Station. This new facility, located on Pier 47 adjacent to Fish Alley provides sport and commercial fishermen a location to dispose of used oil.

EVENTS AT THE PORT

NOVEMBER

2 Waterfront Plan Advisory Board (FW Subarea discussion*)
6 USS Pampanito 50th Anniversary Ceremony, noon
11 *Veterans Day, Port offices closed*
16 Waterfront Plan Advisory Board (NE Waterfront Subarea*)
17 Port Commission
19 Embarcadero Center Christmas Lighting Ceremony, 6 p.m.
20 Ferry Plaza Farmer's Market Harvest Festival, 9 a.m.-2 p.m. (final market of the year)
24 Pier 39 Christmas Tree Lighting Ceremony, 6 p.m.
25 *Thanksgiving Day, Port offices closed*
26 *holiday, Port offices closed*

DECEMBER

1-22 Pier 39 Festival of the Trees
4 Soccer Blast USA, Pier 35, 11 a.m.-5 p.m.
7 Waterfront Plan Advisory Board (Ferry Building Subarea*)
15 Port Commission
24 *Christmas holiday, Port offices closed*
31 *New Year's Day holiday, Port offices closed*

JANUARY

4 Waterfront Plan Advisory Board (South Beach/Mission Bay Subarea*)
12 Port Commission
17 *MLK Birthday, Port offices closed*
19 Waterfront Plan Advisory Board (Southern Waterfront Subarea*)
26 Port Commission

FEBRUARY

1 Waterfront Plan Advisory Board
9 Port Commission
16 Waterfront Plan Advisory Board
21 *Presidents' Day, Port offices closed*
23 Port Commission

**tentatively scheduled*

EVA AIR DEBUTS

Thomas Chen, Executive Vice President Evergreen Marine, shakes hands with Port General Manager Walter A. Abernathy as Wally prepares to board EVA Air's inaugural flight from San Francisco International Airport, deluxe service to Taipei. EVA Air is a wholly-owned subsidiary of Evergreen Group, and is a sister company to Evergreen Marine, the Port's largest shipping line.

PORT HONORS PRINCESS CRUISES

Port Commissioners Anne Halsted, Frank O'Neil and Preston Cook present Captain Ditale of *Regal Princess* with a book on the maritime history of the Bay Area, as part of "Princess Day in San Francisco" a special event hosted by the Mayor's office to recognize Princess Cruise Lines for more than 20 years of homeporting ships in San Francisco. Princess is the first line to qualify for the Port's newly-designed homeporting incentive plan, a special rate for cruise lines which bring more than 10,000 passengers through the Port annually.

Wharfside
The Port of San Francisco
Ferry Building, Suite 3100
San Francisco, CA 94111

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